



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC

Swiss Cooperation Strategy

Tanzania 2015–2018



Foreword

SDC activities started in Tanzania in the early 1960s with education and health projects. Later, rural roads became another important focus. Activities intensified in 1981, when SDC opened a Cooperation Office in Dar es Salaam, now an integral part of the Swiss Embassy in Dar es Salaam. The State Secretariat for Economic Affairs (SECO) also became involved in Tanzania in 1988. Until 2003 the joint SDC-SECO Country Programme focused on macroeconomic support, health and infrastructure & transport. Other cross-cutting themes included fostering decentralization & democratization, the promotion of gender-balanced development, and HIV and AIDS. Over the years, infrastructure and transport activities were phased out to make way for an increased emphasis on governance. In 2010, Switzerland stopped its contribution to the General Budget Support, and SECO concentrates currently its activities on infrastructure and trade promotion projects and regional macroeconomic support initiatives. From 2011 to 2014, Switzerland focused its activities on health, good governance and private sector development in agriculture. I am proud that a recent evaluation revealed substantial results. They are presented further below.

As confirmed by the Bill to the Parliament on Switzerland's International Cooperation 2013–2016, Tanzania remains a priority country for Swiss development cooperation. Indeed, the country's long-standing stability and progress is obviously vulnerable to gender inequalities, a bulging mass of uneducated, unskilled and jobless youth, and growing tensions linked to political rivalries, religious intolerance, corruption and unequal access to natural resources and public services. The coming years are clearly crucial for Tanzania's peaceful and sustainable development.

Switzerland is committed to building a more equitable society, inclusive growth and to reducing poverty in Tanzania. To this intent, and in keeping with Tanzanian national priorities as the Poverty Reduction Strategy Programme MKUKUTA, it will support efforts towards equitable access to and use of quality health services, pro-poor growth of rural markets, as well as social cohesion and transparent and accountable state systems. In doing so, Switzerland will unam-

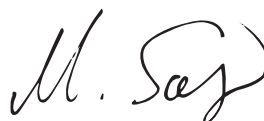
biguously seek to promote the rights and well-being of women and youth. It will continue to focus on the poverty-stricken, rural Central Corridor regions of Tanzania, an area with a high concentration of agricultural activity that faces particularly dire conditions. By the end of 2018, to name a few anticipated outcomes, I expect to be able to report to our stakeholders on improved health financing mechanisms, reduced malaria prevalence and incidence, increased employment and self-employment of women and youth in agricultural value chains, more transparent and accountable government bodies, and increased use of peaceful means to prevent and deal with conflicts, particularly those related to religion.

This strategy paper begins with a short overview of recent political and socio-economic trends and general development cooperation in Tanzania. It goes on to assess achievements and experiences of past interventions and to discuss implications for the coming years 2015–2018, followed by an outline of the priorities, objectives and interventions for the forthcoming strategy period. It concludes with information about programme management, monitoring and steering.

The main responsibility for managing and implementing the present strategy lies with the Swiss Agency for Development and Cooperation (SDC). SDC closely cooperates and coordinates with political units of the Federal Department of Foreign Affairs and other federal authorities. It nurtures good working relationships with the large Swiss NGO community and academia active in Tanzania.

I am confident that the strategic goals presented in this strategy will be met and that a valuable contribution will be made to the sustainable development of Tanzania and the well-being of its people.

Bern, November 2014



Manuel Sager
Ambassador
SDC Director-General

Abbreviations and Acronyms

AMDT	Agricultural Markets Development Trust
BRICS	Brazil, Russia, India, China and South Africa
BRN	Big Results Now
CCM	Chama Cha Mapinduzi
CEDRIG	Climate, Environment and Disaster Risk Reduction Integration Guidance
CHF	Community Health Fund
CPI	Corruption Perception Index
CS	Cooperation Strategy
CSO	Civil society organization
CSPM	Conflict-Sensitive Programme Management
DAC	OECD Development Assistance Committee
ESAD	SDC East and Southern Africa Division
FDFA	Federal Department of Foreign Affairs
FOEN	Swiss Federal Office for the Environment
GDP	Gross Domestic Product
GII	Gender Inequality Index
HDI	Human Development Index
HPSS	Health Promotion and System Strengthening Project
LGAs	Local government authorities
M4P	Making Markets Work for the Poor Approach
MDG	Millennium Development Goal
MERV	SDC Monitoring System for Development-Relevant Changes
MKUKUTA	Tanzania National Strategy for Growth and Reduction of Poverty
MoHSW	Ministry of Health and Social Welfare
MSD	Market Systems Development Approach (former M4P)
NGO	Non-governmental organization
NMCP	National Malaria Control Programme
ODA	Official Development Assistance
RLDP	Rural Livelihoods Development Programme
SADC	Southern African Development Community
SAM	Social Accountability Monitor
SCBF	Swiss Capacity Building Facility
SDC	Swiss Agency for Development and Cooperation
SECO	Swiss State Secretariat for Economic Affairs
SERI	Swiss State Secretariat for Education, Research and Innovation
STPHI	Swiss Tropical and Public Health Institute

Table of Contents

Foreword	3
Abbreviations and Acronyms	4
1. Development Context	6
2. Swiss Cooperation with Tanzania	9
3. Past Achievements and Lessons Learned 2011–2014	11
4. Implications for the Swiss Cooperation Strategy 2015–2018	14
5. Priorities and Objectives for 2015–2018	15
6. Programme Management and Implementation	18
7. Programme Steering	20
Annexes	
Annex 1: Map of Tanzania	22
Annex 2: Financial Planning in Swiss Francs	23
Annex 3: Results Framework	24
Annex 4: Swiss Cooperation Strategy Tanzania 2015–2018 at a Glance	30

1. Development Context

Considerable economic growth but slow human development...

The United Republic of Tanzania, consisting of Mainland Tanzania and the Isles (Zanzibar/Unguja and Pemba), has progressed unevenly towards the Millennium Development Goals (MDGs). Tanzania has nearly achieved universal primary education; child mortality was reduced by a considerable 68% between 1990 and 2012. However, despite some improvements, Tanzania is off-track to achieve the maternal health-related MDG and still suffers from a high HIV incidence rate.¹ Despite considerable economic growth of around 7% in recent years, it remains a low-income country with a GDP per capita

of USD 630 in 2013.² One third of Tanzanians live below the national and well below the international poverty line.³ Even though the proportion of poor people has declined, due to high population growth of three per cent a year⁴, the absolute number is high and hovers between 12 and 13 million.

Adding up to a GDP of USD 33 billion in 2013⁵, Tanzania is one of the largest economies in East Africa.

1 MDG Country Progress Snapshot Tanzania. Last update December 2013; <http://mdgs.un.org/unsd/mdg/Resources/Static/Products/Progress2013/Snapshots/TZA.pdf>.

2 <http://data.worldbank.org>

3 According to the Household Budget Survey 2011/2012 for Tanzania Mainland (National Bureau of Statistics, November 2013), the proportion of people living below the national "basic needs poverty line" declined from 33.6% in 2007 to 28.2% in 2011/2012. However, the two data are not fully comparable as the methodology has slightly changed. The latest World Bank data (<http://data.worldbank.org>) for the international poverty line are from 2007: 67.9% of the population lived on less than USD 1.25 (PPP) a day.

4 <http://data.worldbank.org>

5 <http://data.worldbank.org>



Anticipated performance in the extractive sector, in tourism and commercial agriculture gives rise to optimism. At the same time, the country faces dampened prospects for development. Tanzania has a poor track record in small-scale agricultural productivity where about three quarters⁶ of the workforce try to make a living. Entrepreneurs are confronted with an unfavourable business environment. Tanzania is also challenged by a bulging mass of uneducated, unskilled and jobless youth. On top of this, the rural population is suffering from climate change-related floods and droughts as well as environmental degradation and increasing food and water insecurity due to massive deforestation.⁷ The country's development vision to become a middle-income country by 2025 and to make growth inclusive is therefore rather ambitious.

Over the last decades, Tanzania has continuously improved its ranking on the Human Development Index (HDI), which provides a composite measure of health, education and income.⁸ Nevertheless, ranked 159th out of 187 countries, the 2014 Human Development Report still classifies Tanzania as a country with low human development. Its HDI value of 0.488 positions Tanzania below the average for countries in the low human development group as well as for countries in sub-Saharan Africa.

Unequal opportunities...

Adjusted for inequalities across its population, Tanzania's HDI drops further, although less than the average country in the region.⁹ Inequities benefit a small portion of the Tanzanian population, mostly living in cities.¹⁰ Disparities between rural and urban areas exist in terms of wealth distribution: The proportion of people living below the poverty line in rural areas is 33.3% compared to 4.2% in Dar es Salaam.¹¹ They also result from unequal availability of and access to public services such as in education, health and agriculture at local government level.

Tanzania's commitment to gender equality is clearly indicated in its constitution, key policies and legislation as well as with the creation of the Ministry of

Community Development, Gender and Children. But in spite of all efforts, social change is slow to come about. Women and girls are still confronted with manifold disadvantages and violations of their rights. They are less educated and less represented than their male counterparts; they earn less; are more affected by HIV; lack property rights and suffer from gender-based violence. Tanzania ranks 124th on the 2013 Gender Inequality Index (GII), below the average value of sub-Saharan Africa countries.

Political stability is being put to the test...

The Chama Cha Mapinduzi (CCM) party has been in power since independence from British rule in 1961. For many years now, Tanzania has benefitted from peace and strong political stability – especially compared with its neighbouring countries. Bordered by Kenya and Uganda to the north, Rwanda, Burundi and the Democratic Republic of the Congo to the west and Zambia, Malawi and Mozambique to the south, this considerable asset helps explain the interests and generosity of key global actors, especially the United States, the United Kingdom and the European Union. The CCM has also succeeded in building and maintaining close political and economic relations with the BRICS association of five emerging economies Brazil, Russia, India, China and South Africa. To facilitate increased regional integration once the time is ripe, it is a member of important regional organizations, in particular the African Union, the East African Community and the Southern Africa Development Community.

Tanzania is experiencing strong demographic pressure. Its population grew from 33 million inhabitants in 2002 to 45 million in 2012, and is expected to reach 100 million by 2040. It is also an extraordinary young country. 45% of Tanzanians are 15 or younger. Quality of their education is low and 60% of students do not make it through secondary school. Official youth unemployment is 50.2%. In the rural areas where most youth live, the production and transformation of agricultural products is still the most promising source of income.

6 2011/2012 Household Budget Survey, Tanzania Mainland, National Bureau of Statistics, November 2013.

7 Climate, Environment and Disaster Risk Reduction Integration Guidance (CEDRIG), May 2014.

8 The 2013 HDI value was 0.488 as compared to 1980 value of 0.377. The HDI is measured by long and healthy life, access to knowledge and a decent standard of living.

9 Tanzania's Inequality-Adjusted HDI of 0.356 shows an overall loss in human development of 27.1%, which is less than the average loss due to inequality for low HDI countries of 32.6% and for sub-Saharan Africa of 33.6%. In absolute terms, it gained eight places.

10 According to the 2012 Census, 85% of Tanzania's population (44.9 million people) live in rural areas and rely on agriculture as their main source of income and livelihood. Women constitute the majority of the agricultural labour force.

11 2011/2012 Household Budget Survey, Tanzania Mainland, National Bureau of Statistics, November 2013.

Initially pursuing a socialist approach (Ujamaa), the Government of Tanzania has increasingly accentuated the importance of economic growth while retaining an important role for the state. Meanwhile, domestic opposition is gaining force. Tensions linked to political rivalries and growing religious intolerance, particularly in the run-up to the 2015 presidential elections and referendum on a new Constitution, to discussions around the structure of the Union with Zanzibar, as well as to unequal access of the growing population to limited natural resources and public services have led to hate speech, riots and even casualties. Looking further ahead, a widening gap between the haves and have-nots, increasing youth unemployment and elections in 2020 could keep dissatisfaction and frustration simmering.

Widespread corruption is an element that might influence the population's perception of the CCM and thus its position and legitimacy. Tanzania only scores 33 on the 2013 Transparency International Corruption Perceptions Index ranking it 111th of 177 countries. Despite efforts by the Office of the Controller and Auditor General and existing anti-corruption legislation, policies and institutions, a growing part of the Tanzanian population considers the situation to be deteriorating further. Civil society is playing an important role in demanding transparency and social accountability. The Tanzanian independent media sector, although insufficiently protected by law and coming under pressure in recent years, is vibrant. Radio is the main source of information in rural areas.



2. Swiss Cooperation with Tanzania

Development assistance to Tanzania is provided within the framework of the combined Tanzania National Strategy for Growth and Reduction of Poverty (MKUKUTA) and National Five-Year Development Plan 2011–2015 as well as the government's Big Results Now initiative to fast-track change in priority areas, including education, transport, water, agriculture, energy, and resource mobilisation. ODA for fiscal year 2013/2014 was an impressive USD 2.95 billion¹², including significant direct contributions to Tanzania's national budget. Large donors were the World Bank, the African Development Bank, the USA, the UK and the European Union. UN agencies in Tanzania operate under the umbrella of Delivering as One, including a joint budget. In spite of very large external funding, Tanzania's dependence on ODA is gradually declining thanks to increasing domestic revenues from oil and gas extractions and other foreign investments: Compared to 45% in 2004/2005, ODA accounted for 27% of the national budget in 2013/2014. In future, Tanzania is very likely to remain an important aid recipient, however, with two noteworthy shifts. In search of greater results orientation and visibility, donors are seen to return to the practice of supporting projects and programmes rather than providing budget support. In line with government priorities, but also in keeping with their own interests, donors, including emerging non-DAC donors, are expected to invest more in growth, infrastructure and energy which might be to the cost of social sectors.

Switzerland's leadership in and contributions to topics such as the fight against malaria, community health insurance, media, social accountability and value chain support are examples where it did and can continue to make a genuine difference.

Switzerland is a valued and trusted partner...

The Government of Switzerland has been active in Tanzania since the early 1960s. Its presence was strengthened in 1981 with the opening of the Cooperation Office in Dar es Salaam, now an integral part of the Swiss Embassy. Swiss foreign policy promotes the values of poverty reduction, respect for human rights and democracy, and the peaceful coexistence of peoples. Swiss development cooperation in Tanzania, an important cooperation programme of the Swiss Government, fully reflects these values and is in line with Switzerland's Message for International Cooperation 2013–2016, approved by the Swiss Parliament. Switzerland has aligned its cooperation to the MKUKUTA while actively following discussions in view of newer trends, strategies and plans. No longer playing a role in General Budget Support and contributing a mere one per cent of total annual ODA to Tanzania, Switzerland is a small player in the overall development cooperation context and policy dialogue. This said, reflecting a long history of fruitful interactions, the Swiss Government is a valued and trusted development partner for Tanzanian stakeholders and other international actors alike.

The Swiss Agency for Development and Cooperation (SDC) is responsible for the bulk of Swiss development cooperation with Tanzania, formulated and implemented either as part of the present strategy or within the framework of SDC Global Programmes (chapter 6). Besides SDC, a considerable number of other Swiss actors are also present in the country. Given its reorientation towards middle-income coun-

tries, the State Secretariat for Economic Affairs (SECO) has phased out its bilateral operations, but remains present through its support for multilateral regional programmes such as in the

areas of trade and tax revenue. The State Secretariat for Education, Research and Innovation (SERI) has a long-standing collaboration with the renowned Ifakara Health Institute. Other federal departments, such as the Federal Office for the Environment (FOEN), also provide technical assistance. Moreover, several Swiss universities and research institutes and numerous Swiss NGOs have strong links with Tanzania and are key partners of the Government of Switzerland for implementing this strategy. Large-scale Swiss private sector companies are analysing the

¹² High-Level Meeting of the Global Partnership for Effective Development Cooperation in Mexico, DCF and Busan Monitoring, GP Monitoring - URT Indicator Calculations and country spreadsheet, Ministry of Finance, United Republic of Tanzania.

business environment and exploring possibilities for investments. While it is difficult to predict the intensity of their future engagement - Tanzania ranks only 131st out of 189 economies on the IFC/World Bank 2015 Ease of Doing Business Index and is prone to corruption - first collaborations have taken place in the framework of the Swiss Capacity Building Facility (SCBF) public private partnership programme. Trade between Tanzania and Switzerland exists, the most important commodity being gold, for which Swiss private sector companies are the main customers.

The Swiss and Tanzanian governments also enjoy a cordial relationship at the international level, especially within the United Nations. Teaming up on the occasion of various inter-governmental processes, they have thus helped to bridge divides between the G77 coalition of developing nations and the Western European and Others Group, such as in the context of the consultations and negotiations for the post-2015 development agenda.



3. Past Achievements and Lessons Learned 2011–2014

In line with Tanzania's national priorities, the overall goal of the Swiss Cooperation Strategy for Tanzania 2011–2014 was to reduce poverty through contributions in three thematic domains of intervention: health, private sector development in agriculture and governance. Over the period of four years, the total expenditures in these domains were approximately CHF 85 million.

In 2013/2014, SDC conducted an evaluation of the 2011–2014 Tanzania Cooperation Strategy. It confirmed that substantial results have been achieved through policy dialogue and concrete projects.

Health 2011–2014

This domain focused on increasing access to quality health services based on equity and gender-balanced needs and an enhanced community participation in health promotion and disease prevention. Switzerland contributed to country outcomes by providing direct support to the Ministry of Health and Social Welfare to strengthen the health system and by implementing projects to improve health care and services.

EXAMPLE COMMUNITY HEALTH FUND

CS Evaluation: "Continue to promote and rollout innovative approaches such as the Community Health Fund."

On top of setting and influencing the political agenda on including the poor in the national health insurance system, Switzerland and the Swiss Tropical and Public Health Institute (STPHI) successfully tested and introduced a voluntary and locally-managed community health fund (CHF) model in the rural region of Dodoma in the Central Corridor. Enrolled households can seek free services at any of the 250 health facilities and hospitals of the Dodoma region, which are then reimbursed through the fund. Enrolment reached 11.8% of the target population within two years – i.e., 425,000 households and more than two million Tanzanians. Demand from neighbouring districts and regions for replicating the model is evident.

EXAMPLE MALARIA

CS Evaluation: "Continue the malaria programme as Switzerland adds value to reducing malaria prevalence."

Long-term Swiss technical support and advice to the National Malaria Control Programme as well as Switzerland's involvement in malaria research and in the mass distribution of insecticide-treated mosquito nets have contributed to greater household availability and use of mosquito nets, especially among pregnant women and new-born children, and to a decline in malaria prevalence from 18% in 2007 to 10% in 2012. Bed net distribution is estimated to have averted more than 63,000 malaria deaths among children under five between 2002 and 2011. Nevertheless, with 93% of the population living in areas where malaria is transmitted, the disease remains a major public health challenge.





Private Sector Development in Agriculture 2011–2014

The overall goal of this domain was to contribute to an agricultural market that functions effectively, sustainably and to the benefit of poor people as well as to strengthen food and nutritional security at household, district, regional and national level.

EXAMPLE AGRICULTURAL VALUE CHAINS

CS Evaluation: "... acknowledge the main achievements as regards increased income and employment from selected value chains (sunflower, cotton, rice) ..."

Together with its Swiss NGO partners (Helvetas Swiss Intercooperation and Swisscontact), Switzerland's flagship Rural Livelihoods Development Programme (RLDP)¹³ has successfully intervened in the value chains for rice, sunflower, cotton and poultry in parts of the Central Corridor, one of the poorest areas of Tanzania. From 2011 to 2013, over 100,000 small-holder farmers, including female-headed households, benefitted from considerable productivity gains¹⁴ through better services for agricultural production, better access to markets and an improved regulatory framework. Average incomes increased by more than 15% a year, enabling households to purchase more nutritious food, mosquito nets, school material and uniforms as well as pay for medical consultations where required. RLDP's results and national recognition of systemic approaches as the key factor for successful value chain projects contributed to the elaboration of the first multi-donor-funded national trust to promote markets for the poor in Eastern Africa, the Agricultural Markets Development Trust (AMDT).

¹³ <http://www.rldp.org>

¹⁴ Sunflower seed productivity increased from 260kg to 520 kg/acre; cotton: from 350kg to 700kg/acre; rice: from 400kg to 800kg/acre; five-fold increase in productivity in poultry; eight-fold increase in sunflower oil production since 2005 when RLDP started.

Governance 2011–2014

The overall goal of this domain was to strengthen accountability mechanisms that focus on the equitable delivery of quality public services at local level.

EXAMPLE

EMPOWERING CIVIL SOCIETY AND THE MEDIA

2014 CS Evaluation: “The governance domain focus on CSOs is well appreciated ... SDC has positioned itself as the leading agency in media in Tanzania.”

Throughout 2011–2014, Switzerland strengthened public demand for good governance through the implementation of a Social Accountability Monitor (SAM) tool to monitor accountability and government use of public funds in a more holistic and integrated way and as a means to achieve genuine bottom-up (local to national level) analysis. SAM enhanced CSO understanding of governance structures and strengthened non-governmental capacities to influence policy processes such as strategic planning, resource allocation and oversight. It resulted in a closer dialogue and collaboration between the civil society and the Government of Tanzania for improved service delivery at the local level, especially in health and agriculture. Equally, Swiss support empowered the media to be more professional and independent, enabling it to carry out investigative journalism and inform citizens (especially young people and women in rural areas) about their rights and duties.

Lessons Learned

The above-mentioned evaluation and the consultation process leading up to the present strategy have identified important lessons. Overall, they show that work in health, private sector development in agriculture and governance remains highly relevant in Tanzania, and that there is great potential for scaling up innovations in these sectors. Given the size of the country and the financial volume of overall ODA in Tanzania, Swiss interventions need to be strategically targeted. Reviewing the past four years, however, it becomes clear that Switzerland’s presence in Tanzania is more significant than its ODA budget might make believe. Its long-term support and persistence, its partnerships and technical expertise are all highly valued. Its careful choice and mix of aid modalities have helped achieve desired results.

However, the observed tensions and inequities in the country present real challenges to effectiveness and sustainability. In future, there is scope for Switzerland to focus more on disadvantaged rural areas. Extensive analyses of the realities of women and young people will ensure that they are better included in programme planning and implementation than before. At the local level, cooperation could be more inclusive of local governments in addition to the Swiss tradition of empowering civil society, leading to greater impact regarding transparent public fund management and quality service delivery. Simultaneously, Switzerland should continue to pursue and facilitate results-oriented policy dialogue at national level, thus building valuable bridges between local experience and national policy making. Regular context analysis has shown that there are growing tensions of political and religious nature. This calls for greater dedicated engagement of Switzerland and its Integrated Embassy in peace maintenance and social cohesion, building on successful first experiences in facilitating platforms for dialogue and empowering the media to make available transparent and objective information.



4. Implications for the Swiss Cooperation Strategy 2015–2018

The coming years are crucial for Tanzania's peace and sustainable development. In light of Swiss foreign policy and international cooperation objectives and geographic priorities, Switzerland's history of engagement in Tanzania and the country's economic ambitions, Switzerland will retain a strong presence and active involvement.

To ensure continued relevance, Swiss cooperation with Tanzania and with other development agencies present in the country will align with Switzerland's Message for International Cooperation and its focus on ecology, governance, innovation and vocational training. It will adapt to international and national trends and objectives such as regards the post-2015 development and the aid effectiveness agendas. Building on successful and promising programmes and policy dialogue, Switzerland will continue its contribution to poverty reduction through interventions in the three domains health, employment and income, and governance. In the light of growing social tensions and the context analysis, it will pay greater attention to fostering social cohesion through helping to build a more equitable society, encouraging public accountability and promoting inclusive growth.

The notion of equity, anchored in the overall strategic goal, will be given much prominence. As a result, Swiss programmes will continue to operate in the disadvantaged Central Corridor regions of rural Tanzania. Aiming at a society with more equal opportunities implies a commitment to closing the gender gap. More focus will be given to empowering women. Considering the bleak perspectives of myriad young people, greater attention will be given to orienting the portfolio towards their specific needs.

Social accountability initiatives will be complemented by targeted capacity development for local governments to deliver equitable and good quality decentralized public services.

Strong social accountability mechanisms contribute to improved governance, increased development effectiveness through better public service delivery and empowerment at local level.

In the health sector, Switzerland will remain a partner of the donor financing mechanism (currently the Health Basket Fund) and continue to advocate for strengthened primary health care. Switzerland intends to intensify its focus on the delivery of quality health services, particularly for women and youth. It is keen to work with partners to evolve

and expand initiated reforms in health financing and insurance for all Tanzanian citizens. Given plans for other donors to phase out, continued support to national malaria control programmes is vital to ensure innovative approaches to addressing the changing malaria epidemiology and to avoid a relapse.

The former private sector development in agriculture domain is renamed "employment and income" to reflect a new and strong commitment to create income for rural youth in agriculture. Further analyses and consultations are required to identify opportunities and partners for achieving this objective. The development of new agricultural value chain support will empower even more poor smallholders, and in particular female-headed households, to access markets and to contribute to and partake in Tanzania's agricultural and economic growth. This is in keeping with Switzerland's substantial experience, both worldwide and in Tanzania. Adaptation to climate change and improving the resilience of smallholder farmers will be an important element in this domain since agricultural productivity could well be hampered by unpredictable rain patterns.

Governance will be treated as a domain in its own right and – henceforth – as transversal theme contributing to sustainable development as well as to peace maintenance and social cohesion. Given the socio-political challenges that Tanzania faces, the concept of good governance has gained considerable importance, requiring both longer-term planning and rapid responses to changing situations on the part of Swiss development cooperation. Importantly, while continuing to partner with civil society and the media as drivers of change, Switzerland will seek ways to engage with selected local government authorities (LGAs) to improve public accountability and service delivery. Collaboration with national authorities in order to support them in their efforts to strengthen accountability and transparency in public fund management is key, on the one hand in view of more efficient services and, on the other, in order to reduce corruption. It will create space for constructive social and inter-religious dialogue.

5. Priorities and Objectives for 2015–2018

Overall Goal

THE OVERALL GOAL OF THE SWISS COOPERATION STRATEGY 2015–2018 IS TO CONTRIBUTE TO POVERTY REDUCTION IN TANZANIA THROUGH BUILDING A MORE EQUITABLE SOCIETY AND INCLUSIVE GROWTH.

The strategy builds upon the hypothesis that better public services, transparent and accountable state systems and pro-poor agricultural market development will sustainably contribute to a more equitable society and inclusive growth. This, in turn, will help to reduce poverty in Tanzania.

Swiss cooperation is directed specifically towards rural areas, with preference to the Central Corridor of Tanzania and with special attention to the rights and needs of women and youth aged 15 to 24 as defined by the United Nations.

Health Domain 2015–2018

In support of the Tanzanian Health Sector Strategic Plan 2015–2019 and the National Malaria Strategic Plan 2014–2020, the overall objective of this domain is equitable access to and use of quality health services. Expected strategic outcomes contributing to this objective are:

A. Improved planning, management and reporting on health services by communities and health officials at national and local levels

The quality of health services remains low in Tanzania. Switzerland will continue to improve health service delivery and social accountability by strengthening planning processes and enhancing the participation of men and women in health priority setting. It will assist selected health facilities to maintain and upgrade infrastructure and to strengthen management and oversight, including regular monitoring of and reporting on the quality of care provided.

B. Strengthened social health protection and financing mechanisms for protecting the population from financial hardships arising from health costs and for mobilizing resources for adequate health care delivery

To address unpredictability of health financing and out-of-pocket expenditures, Switzerland will engage in policy dialogue for a comprehensive and pro-poor Health Finance Strategy, including additional resource allocation for local governments, and will contribute to reforming the existing Health Basket Fund. It will consolidate and roll out the innovative Community Health Fund and advocate for it to be scaled up nationally.

C. Effective and sustainable interventions and strategies to further reduce malaria prevalence and incidence

Malaria remains an important public health challenge. Building on previous experience, Switzerland will support research in order to understand changing malaria patterns, potential variations of mosquito behaviour due to climate change, and to develop new intervention packages adapted to local needs.





Through technical assistance, it will enable the National Malaria Control Programme to manage complex malaria programmes and to elaborate an innovative strategy for pre-eliminating malaria in Tanzania.

Employment and Income Domain 2015–2018

In support of Tanzania's National Strategy for Growth and Reduction of Poverty, the overall objective of this domain is agricultural growth that is pro-poor and in which men and women are equally involved. Expected strategic outcomes contributing to this objective are:

A. Increased income opportunities for poor women and men in agricultural value chains

Building on its successes over the past years, Switzerland intends to trigger more pro-poor growth through systemic changes along existing and new agricultural value chains with due regard to climate change considerations. This implies finding solutions to bottlenecks for smallholder farmers and rural entrepreneurs such as insufficient life skills, financial literacy, access to agricultural inputs, financial and insurance services, and know-how about livelihood diversification, conservation agriculture and pest management. To reduce today's considerable post-harvest losses, Switzerland will introduce locally-produced silos and other appropriate post-harvest measures.

B. Increased youth employment and self-employment in agricultural value chains

Many young women and men in rural areas face unemployment or lack opportunities for generating an income. To enable them to create their own income-generating activities in agricultural value chains or to access jobs, Switzerland will introduce a new line of intervention to create, update and strengthen curricula for providing female and male youth with the necessary professional and technical skills. It also plans to facilitate their access to information, knowledge, coaching opportunities and assets such as land and capital.

C. Enhanced smallholder farmers' influence in local and national policy making

Smallholder farmers organizations have an important role to play in policy influencing and in defining the social accountability of contract farming arrangements in the private sector as well as in value chain development and skills provision. Switzerland will continue to support organizational development as well as advocacy and empowerment activities of smallholder farmers in Tanzania. It will promote a better inclusion of women and youth in their structures.

Governance Domain 2015–2018

In support of Tanzania's National Strategy for Growth and Reduction of Poverty, the overall objective of this domain is to contribute to social cohesion as well as transparent and accountable state systems. Expected strategic outcomes contributing to this objective are:

A. Better informed and more effectively engaged citizens and CSOs in decision making, oversight and advocacy regarding administrative and political processes at local and national levels

Tanzanians, and particularly women and those living in rural areas, often do not have the knowledge, time or the motivation to participate in political decision making processes. Switzerland will continue to facilitate civil society engagement with local and national authorities to achieve more accountable public resource management. To this intent, it will support CSOs to become more professional, results-oriented, accountable and coordinated and to undertake evidence-based advocacy on topics of public interest such as anti-corruption, health and agricultural service delivery. It will also support the media, particularly rural radio, to improve the quality of reporting and its relevance for citizens.

B. Local and central government bodies increasingly perform their duties in a transparent and accountable way

Fostering a culture of transparency and accountability among local and national authorities also impacts positively on the quality of public service delivery and reduces corruption. In addition to collaborating with civil society representatives, Switzerland intends to build the capacities of selected local governments to become more efficient, effective and transparent in their decision-making and public finance management, which should ultimately impact positively on service delivery. At the national level, it will support key executive and legislative bodies to deliver on their mandates more effectively and in an accountable and transparent way; it will support national oversight bodies in their efforts to reduce corruption and enhance the accountability of public and private bodies.

C. Use of peaceful means to prevent and deal with conflicts, particularly those related to religion

Switzerland is committed to contributing to national and human security, maintaining peace and resolving conflicts peacefully. Apart from the contributions made in projects planned in A and B, it will do so by way of supporting the establishment of a national conflict early warning mechanism and helping to create formal and informal spaces for social and peace dialogues and conflict mediation, including particularly the involvement of religious leaders.

Transversal Themes

Gender, HIV/AIDS and governance are transversal themes. Switzerland commits to mainstreaming gender throughout its programme. It favours the choice of women (and youth) as beneficiaries of its development cooperation and works for a more equitable society as an overarching goal. Gender-related information will be integrated into the design, implementation, monitoring and evaluation of all interventions. In each domain of intervention, Switzerland will measure its success in promoting equality and narrowing gender gaps in Tanzania (box).

HIV/AIDS is still a challenge in Tanzania.¹⁵ All Swiss interventions, including those of project partners, will strive to “do no harm” based on an analysis of potential negative implications on HIV/AIDS. Switzerland will implement practical measures to help prevent the spread of HIV through its projects and programmes. Governance as a transversal theme will focus on social accountability within the health and employment and income domains.

*Swiss Gender Objectives Tanzania:
Health services and care are used by men and women without discrimination.
(Young) women’s income opportunities and employment are increased through better access to services, land, capital and markets.
Women are more involved in household decision-taking on financial matters.
Social accountability processes and the media better reflect women’s needs and concerns.*

¹⁵ From 2004 to 2008, the national HIV prevalence decreased from 7 to 6%; in 2012 it stood at 5.1%; gender-based violence, stigma, cultural norms and economic dependence all contribute to women being more at risk than men.



6. Programme Management and Implementation



SDC Internal Coordination

Switzerland makes great efforts to link poverty reduction with global challenges and to promote a form of globalization that favours development. To pursue this objective, SDC has introduced Global Programmes for Climate Change, Food Security, Health, Migration and Water. Global Programmes are planned by special units within SDC. They nurture global policy dialogue to find solutions at the international level. Projects are implemented regionally or as pilots with potential for future replication and scale-up. Opportunities for creating programmatic synergies with interventions implemented within the framework of the present Cooperation Strategy exist and ways of scaling up these projects are explored.

The SDC Regional Office in South Africa is partnering with the Southern African Development Community (SADC) on regional issues, especially in areas such as food security, HIV and social accountability. Besides being part of the SADC region, close links also exist with the Integrated Embassy in Dar es Salaam for policy dialogue and project follow-up.

SDC promotes a culture of learning and to this intent has created a number of thematic networks. Staff members participate actively in selected networks to exchange knowledge and identify valuable synergies with offices and projects around the world.

Swiss Actors in Tanzania

The main responsibility for managing and implementing the present strategy lies with the Swiss Agency for Development and Cooperation (SDC), at the country-level represented by the Integrated Embassy in Dar es Salaam. In fulfilling its commitments, SDC closely cooperates and coordinates with political units of the Federal Department of Foreign Affairs (FDFA) and other federal authorities, notably the State Secretariat for Economic Affairs (SECO), the State Secretariat for Education, Research and Innovation (SERI). SDC also promotes and nurtures good working relationships with the Swiss NGO community and academia active in Tanzania.

Aid Modalities

As in the past, Switzerland will make a case-by-case conscious choice of aid delivery modalities and strategic partnerships. Besides contributions to local and Swiss NGOs and mandated projects, it will pursue opportunities for co-funding with like-minded bilateral and multilateral development actors. It will also provide sector basket funding and engage in national policy dialogue. Importantly, Switzerland is ready to continue its support for the Health Basket given its potential for bringing about systemic change and Switzerland's wealth of experience in practical terms. For the time-being, due to mixed evaluation findings, Switzerland does not intend to re-engage in General Budget Support.

Public-private Development Partnerships

Effective public-private development partnerships have been initiated, for example with telecommunication companies in the health sector, and Switzerland is open to exploring further possibilities. Discussions led by Switzerland to motivate stakeholders to establish a local Global Compact network are ongoing.

Geographical Focus

Besides interventions of national importance, often in collaboration with the Government of Tanzania and/or other donor agencies, the present equity-oriented strategy envisages maintaining a geographic focus on the poverty-stricken, rural Central Corridor regions of Tanzania (annex 1). The large population living in the Central Corridor, an area with a high concentration of agricultural activity, faces particularly difficult conditions, including a long dry season, recurrent drought, low soil fertility, and precarious roads and infrastructure. Switzerland is currently one of only few donors present. Potential synergies between the Swiss-funded interventions in the three domains of intervention will be exploited.

Management

Swiss development cooperation operations are an integral part of the Swiss Embassy in Tanzania. The integration of the SDC cooperation office into the Embassy brought about important synergies in analysing the general context in Tanzania and more coherence in the policy dialogue with the Government of Tanzania and other actors. To ensure functionality, necessary administrative and process-oriented adjustments were made. A Joint Management Group takes decisions regarding human resources and to ensure coherence and economic solutions. Additional staff members, including financial controllers for each domain, ensure sufficient time for thorough operational and financial control.

Human Resources

Human resources dedicated to Swiss development cooperation in Tanzania are part of the Integrated Embassy, of which it is a priority to build a learning environment in which all colleagues can grow, exchange on effective and sustainable approaches and develop innovative ideas. Knowledge management principles, training opportunities and thematic networks contribute to this goal. Staff members are especially trained in new concepts and topics. They participate in learning events. The Swiss Government fosters equal opportunities for all staff and, respecting cultural diversity, seeks representation of relevant social and linguistic groups in

each organisational unit. The embassy applies a HIV work place policy and encourages its partners to have their own.

Financial Resources

Annex 2 shows planned disbursements and commitments overall and per domain, both in absolute numbers and in percentage terms. Over the period 2015–2018, the Swiss Government's planned budget for development cooperation in Tanzania amounts to CHF 103.5 million, a 22% increase over the previous strategy cycle. Additional resources will permit a gradual increase in the relative importance of the employment and income domain: A new income generation programme for young men and women in rural areas will be elaborated. They will also be used to reinforce the governance domain portfolio with projects in rural radio, conflict prevention and in support of LGAs. Over the four-year period, funds will be allocated as follows: health CHF 40 million (39%), employment and income CHF 31 million (30%) and governance CHF 24 million (23%). The remaining eight per cent will be used to cover opportunity-driven activities within the defined domains of interventions, office running costs and national staff salaries.

Culture

Switzerland will continue to devote one per cent of SDC's budget to the promotion of local culture. SDC will manage a cultural programme that supports young people to express themselves artistically and to acquire professional training, that fosters understanding among different social groups and regions, and that promotes the emergence of a viable cultural market, especially in music.



7. Programme Steering



The implementation of this Cooperation Strategy is subject to systematic monitoring and evaluation by SDC, the aim of which is to track progress toward achieving desired outcomes. A comprehensive Monitoring and Evaluation System contributes to professional documentation and communication/reporting, demonstrates accountability and allows for evidence-based corrective measures as required. The monitoring system (table) observes three dimensions: a) the country context; b) the Swiss Results Framework (annex 3); and c) management.

The first dimension – the country context – is monitored through SDC's Monitoring System for Development-Relevant Changes (MERV). MERV tracks Tanzania's economic, social, environmental and political development and how it affects Swiss cooperation in a given country. Given current socio-political tensions in Tanzania, additional fields of observation have been added in accordance with SDC's Conflict Sensitive Programme Management (CSPM).

Monitoring of the Swiss Results Framework assesses progress towards expected Swiss portfolio outcomes and the significance of contributions to country development outcomes, including with regard to the transversal themes gender, governance and HIV/AIDS. Data gathered by the projects provide info on outcomes, outputs and progress per domain. Annual

reports are the main instrument for internal communication and accountability towards SDC headquarters; they provide inputs for reporting to the Swiss Parliament. The indicators chosen for measuring progress towards country-level outcomes are official indicators used by the Government of Tanzania, either for monitoring the MKUKUTA National Development Plan or sectorial programmes and statistics. The governance and the employment and income domains that deal with the civil society and the private sector also use international surveys, especially perception indices. Annual monitoring includes a discussion of the developments with partner institutions for a strategic and results-oriented analysis of the data and sector contexts.

Every two years SDC will commission an additional survey to gather information specific to its geographical focus, the Central Corridor of Tanzania, and qualitative information on changes triggered by SDC-funded projects. This survey will have two parts: a) a break-down of national information and data by regions and districts of the Central Corridor; and b) data collection using mobile phone technology, including also qualitative data based on perceptions. The first survey to be conducted will provide baseline information for the present strategy, the second and third will feed into the mid-term review and final evaluation respectively. These additional data are complementary to the annual monitoring of the Results Framework and envisaged as regular evaluation of contextual changes and impact.

Four instruments are used to monitor management, the third dimension of the CS monitoring system - i.e., the Internal Control System, the Office Management Report, the SDC East and Southern Africa Division (ESAD) Gender Equality Mainstreaming Plan and financial reporting. They allow for monitoring SDC's efficiency and compliance, the allocation of financial resources, application of aid modality/donor coordination principles, human resource development and knowledge management.

Monitoring System for the Swiss Cooperation Strategy Tanzania 2015–2018

Dimension	Monitoring Area	Instruments	Periodicity
Country context	Overall country context relevant for the Swiss CS	MERV	At least annually: September–October
CS Results Framework	Swiss portfolio outcomes and country development outcomes	Annual Review	Annually: August–September
		Survey	Every two years
		Mid-term Review	After two years ¹⁶
Management	SDC efficiency and compliance	Internal Control System (ICS)	Annually: September
		Office Management Report (OMR)	Annually: September
		ESAD Gender Equality Mainstreaming Plan	Annually: September
		Financial Reporting	Annually: September

¹⁶ During the Mid-term Review the Results Framework will be finalized; baselines and targets that couldn't be identified during the time of elaborating this strategy, will be defined.



Annex 1: Map of Tanzania¹⁷



Central Corridor

¹⁷ Original map courtesy of <http://www.nationsonline.org>

Annex 2: Financial Planning in Swiss Francs

Cooperation Strategy for Country/Region:	Tanzania					
Duration of Cooperation Strategy:	Jan 2015	until	Dez 2018			
Financial Year:	2015	2016	2017	2018	Total 2015-18	in %
Domain of Intervention 1:						
Health	11'000'000	10'500'000	9'500'000	9'000'000	40'000'000	39%
Domain of Intervention 2:						
E & I	6'000'000	7'500'000	8'500'000	9'000'000	31'000'000	30%
Domain of Intervention 3:						
Governance	6'000'000	6'000'000	6'000'000	6'000'000	24'000'000	23%
Other Interventions:						
Culture and global credit	1'200'000	700'000	700'000	700'000	3'300'000	3%
Management:						
	1'300'000	1'300'000	1'300'000	1'300'000	5'200'000	5%
Total SDC Budget Allocation	25'500'000	26'000'000	26'000'000	26'000'000	103'500'000	100%

Figures based on ESAD division guidelines dated 2013, but might be subject to changes based on directives of Swiss Federal Department of Finance.

Annex 3: Results Framework

Note: Where appropriate, indicators are gender disaggregated except where data is unavailable.

Health			
Overall domain objective: Equitable access to and use of quality health services			
Swiss Portfolio Outcomes	Swiss Programme Contribution	Country Development Outcomes	
<p><u>Outcome 1: Health Service Delivery</u></p> <p>Planning, management and reporting on health services by communities and health officials at local and national levels is improved</p> <p><i>Indicators:</i></p> <p>1.1 Capacity of implementation of approved activities in the council as per Council Comprehensive Health Plans (CCHPs)</p> <p>Baseline 2014 : Full implementation 51%; partial implementation 25%; under implementation 12%; poor implementation 12%</p> <p>Target Value: 80% by 2018</p> <p>Source: Annual reports CCHPs</p> <p>1.2 Overall quality of health service score of health facilities in the regions of Dodoma and Morogoro</p> <p>Baseline (2013): Morogoro region: Kilombero 77%; Kilosa & Geiro 74%; Ulanga 86%; Morogoro rural 62%; Mvomero 63%</p> <p>Target Value: All districts score 85% by 2018.</p> <p>Source: e-TIQH tool (physical environment and infrastructure/equipment/tools; job expectations of staff; clinical skills and knowledge; facility administration and management, staff motivation; patient satisfaction)</p>	<p>Strengthening management, governance and leadership capacities at all levels is a pre-condition for improving the quality and access to health services. (WHO Health Systems Strengthening building blocks)</p> <p><i>Assumptions:</i></p> <ul style="list-style-type: none"> Community participation: There is a strong demand for and willingness of communities to be more involved in the planning (incl. setting of priorities), and management of health services delivery. Planning at local level: The tools and processes for yearly operational and financial planning are in place. (CCHPs; PlanRep) National Audits: The Controller and Auditor General (CAG) provide audit recommendations on a yearly basis. Recommendations are presented and approved by the Parliament. Ministries are tasked to take action. SDC remains closely engaged and recognized in the discussions of these audits. <p><i>Risks:</i></p> <ul style="list-style-type: none"> Community participation: The link between village/ward, plans and district priorities is not always given. There might be a lack of willingness of local authorities to take the communities' recommendations into account. Planning at local level: The approval process for operational and financial planning might not be clear. The capacities of districts and regional authorities are limited. Parallel planning processes might take place. 	<p><u>Outcome 1:</u></p> <p>The quality of health services is improved (Health Sector Strategic Plan III 2009-2015)</p> <p><i>Indicators:</i></p> <p>1.3 Number of qualified/unqualified opinions of the CAG on national and district audit reports in health</p> <p>Baseline 2014: Vote 52 (Ministry of Health and Social Welfare; MoHSW): qualified; Central Basket: unqualified; District Basket: 103 Unqualified; 26 qualified; 2 adverse opinions; 1 disclaimer (Fiscal Year 2012/13)</p> <p>Target Value: unqualified; less than 10% of districts</p> <p>Source: CAG; Audit Sub-committee</p> <p>1.4 Out-Patient indicator (OPD)</p> <p>Baseline: 0.69 (Fiscal Year 2011/12)</p> <p>Target Value: 0.80 by 2018 (MoHSW goal: by 2015)</p> <p>Source: Health Management Information Systems (HMIS) reports</p> <p>1.5 Maternal mortality ratio (MMR)</p> <p>Baseline: 454/100'000 (Fiscal Year 2010/11)</p> <p>Target Value: 156/1000 by 2015</p> <p>Source: Tanzania Demographic and Health Survey (TDHS)</p> <p>1.6 Percentage of births attended by skilled health personnel</p> <p>Baseline: 58% in 2013</p> <p>Target Value: 70% by 2018 (MoHSW goal: by 2015)</p> <p>Source: MoHSW/HMIS</p>	

	<ul style="list-style-type: none"> <u>National Audits:</u> Follow-up on CAG recommendations might remain low. Incentives for officials of concerned ministries to take action are limited. 	
<p><u>Outcome 2: Health Financing:</u></p> <p>Social health protection and financing mechanisms for protecting the population from financial hardships arising from health costs and for mobilizing resources for adequate health care delivery are strengthened</p> <p><i>Indicators:</i></p> <p>2.1 Enrolment (and re-enrolment) rate in Community Health Fund (CHF) in the regions of intervention (Dodoma, Morogoro and Shinyanga), disaggregated by sex, age, wealth quintile Baseline (Fiscal Year 2013/14): Dodoma 11%; Morogoro 9%; Shinyanga 3%. Target Value: 15% in all project regions by 2018 Source: National Health Insurance Fund (NHIF); Health Promotion and System Strengthening (HPSS) project</p> <p>2.2 A comprehensive and pro-poor Health Financing Strategy is in place and being implemented Baseline: No Health Financing Strategy in place Target Value: Approved in 2016 and implementation ongoing in 2018.</p> <p>2.3 % of conditions/triggers for timely disbursement met, as per MoU of the donor funding mechanism for the health sector Baseline 2014: All triggers met in June 2014 with exception of CCHP plans (FY 14/15) and CCHP reports (FY13/14) Target value: 100%</p>	<p>Quality health services can only be ensured if on one side a coordinated, comprehensive and pro-poor health financing strategy is defined and responds to the needs of the population and principles of solidarity. On the other hand, instruments need to be available that protect the population, particularly the poor and vulnerable, from catastrophic health expenditures but that also allow for generating additional funds for health service delivery. Switzerland will engage actively in the policy dialogue (e.g., health financing working group), test selected instruments (e.g., CHF) and advocate for scaling-up.</p> <p><i>Assumptions:</i></p> <ul style="list-style-type: none"> <u>Political support and commitment:</u> The Government is committed to have a Health Financing Strategy approved and implemented. There is a strong and committed policy dialogue in place and an inter-ministerial committee providing a forum to engage key stakeholders. <u>Resource mobilization:</u> Overall resources for health from the Government and external sources are likely to remain at the same level and donors still contribute to the Health Sector (including the Basket). <p><i>Risks:</i></p> <ul style="list-style-type: none"> <u>Political support and commitment:</u> There might be competing policy priorities in view of elections in 2015, and within the new sector programme. <u>Resource mobilization:</u> The capacity to mobilize resources at local level is limited. Other insurance schemes might be developed 	<p><u>Outcome 2:</u></p> <p>Protect populations from financial hardship to due health costs and reduce the budget gap in the health sector by mobilizing adequate and sustainable financial resources (Health Sector Strategic Plan; HSSP III)</p> <p><i>Indicators:</i></p> <p>2.4 Percentage of government budget for health (% and real) Baseline: 10.4% (Fiscal Year 2012/13) Target value: 15% (Abuja Target) by 2015 (MoHSW goal) Source: HSSP III, PER, National Health Accounts, Health Basket reports</p> <p>2.5 Share of public health funding Baseline: Government funds 62%; foreign funds 38% (incl. Basket 13%) (Fiscal Year 2013/14) Target Value: maintain 60-30 by 2018 Source: Public Expenditure Review PER, National Health Accounts</p> <p>2.6 Overall health insurance coverage Baseline: CHF 8.9%; NHIF 1.2% (Fiscal Year 2012/13) Target Value: 30% by 2015; 80% by 2018 (MoHSW goal) Source: PER, National Health Accounts</p> <p>2.7 Out of Pocket expenditures (share of total health expenditures) Baseline: 32% (2010) Target value: less than 50% by Source: HSSP III MTR, National Health Accounts 2010</p>

	in parallel, hampering the scaling-up of the existing model tested by Switzerland and mandated by the Ministry of Health and Social Welfare.	
<p><u>Outcome 3: Malaria</u></p> <p>Effective and sustainable malaria interventions and strategies to further reduce malaria prevalence and incidence are in place</p> <p><i>Indicators:</i></p> <p>3.1 Capacity of the National Malaria Control Program (NMCP) to manage major malaria programmes in line with the national strategy to control malaria</p> <p>Baseline 2014: A revised organizational structure of NMCP has been proposed; several new staff have been appointed, including two medical doctors, a pharmacist, two procurement officers, an administrative officer and a data entry clerk.</p> <p>Target Value: NMCP fully staffed by professionals with the right skills-mix and experience</p> <p>3.2 Existence of strategy to pre-eliminate malaria</p> <p>Baseline: 2 (2014): sms4Life; School Net Program</p> <p>Target Value: 4 by 2018</p>	<p>Tanzania has reduced malaria prevalence drastically in the last decades thanks to strategic interventions including prevention and treatment. These efforts need to be reinforced to enhance and sustain the good results in malaria control. In addition, the preparation for a transition to (pre-) elimination requires adaptations, including the adoption of new and evolved strategies and new tools as they become available, and addressing service delivery issues to reach the required coverage.</p> <p><i>Assumptions:</i></p> <ul style="list-style-type: none"> • <u>Epidemiology:</u> The changes in the epidemiology of malaria are captured by highly specialized partners and research organisations. • <u>Building upon existing programmes:</u> Malaria will remain an important public health priority. The need and demand for continued and renewed interventions (replacement of insecticide treated nets, testing and drug distribution) persists. • <u>Locally adapted intervention packages:</u> The needs in terms of malaria intervention packages are different in regions with differing geographical and socio-economic characteristics. This being recognized it can be tackled. <p><i>Risks:</i></p> <ul style="list-style-type: none"> • <u>Epidemiology:</u> The malaria parasite and its vectors are increasingly developing resistance against drugs and insecticides, which increasingly jeopardizes the effectiveness of routine interventions. Lack of cross-border control (spill over from neighbouring countries). Malaria is expanding to new regions due to 	<p><u>Outcome 3:</u></p> <p>Access to quality, effective, safe and affordable malaria interventions through timely and sustainable collaborative efforts with partners and communities at all levels is ensured for all Tanzanians (National Malaria Strategic Plan 2014-2020)</p> <p><i>Indicators:</i></p> <p>3.3 Malaria prevalence</p> <p>Baseline: overall 10%; urban 3%; rural 10% Target Value: overall 5% in 2016; 1% in 2020 Source: 2011/12 Tanzania HIV/AIDS and Malaria Indicator Survey, THMIS)</p> <p>3.4 Households with at least one insecticide-treated net (ITN)</p> <p>Baseline: overall 91% Target Value: maintain minimum of 80% by 2020</p> <p>3.5 % of children sleeping under a Long-Lasting Net</p> <p>Baseline: 72% Target Value maintain minimum of 70% by 2020</p> <p>3.6 Number of children under 5 with malaria receiving artemisinin-combination therapy (ACT) the same or next day</p> <p>Baseline: 33% Target Value: 69% in 2016; 80% in 2020</p>

	<p>changing climate change factors.</p> <ul style="list-style-type: none"> • <u>Building upon existing programmes:</u> Financial support from partners is decreasing but dependency of external funding persists. Big agencies might change their funding policies. The capacity of the NMCP to manage and coordinate partners and interventions might be insufficient. • <u>Locally-adapted _____ intervention _____ packages:</u> Tensions might occur in policy dialogue and strategic orientation favouring on the one hand nationwide “one-fits-all” approaches or on the other hand locally targeted interventions. 	
<p><u>Gender:</u> The health domain contributes to narrowing the gender gap by ensuring that quality health services and care are used by men and women without discrimination. On the one hand, Switzerland considers the supply side by making sure that health services are fully accessible and respond to the needs of women and men alike. Interventions also look at the demand side by encouraging and improving participation of men and women in decision making on health-related policies at all levels.</p> <p><i>Reference indicators: 1.5; 1.6; 2.1; 2.6; 3.3; 3.4</i></p>		
Lines of Intervention (Swiss Programme)		
<p><i>Outcome 1: Service Delivery</i></p> <ul style="list-style-type: none"> • Health promotion at the village level, enhancing the participation of communities (women and men) in planning of health interventions responding to their needs. • Strengthening planning processes at village, district, regional and national levels (CCHPs). • Support to service delivery and management, particularly at the level of primary health care and in selected hospitals. • Support health facilities efforts to improve quality of care through regular monitoring of quality of care and targeted interventions such as strengthen drugs management, routine health equipment maintenance and water supply for health facilities (including integrated water management by communities). <p><i>Outcome 2: Health Financing</i></p> <ul style="list-style-type: none"> • Roll-out and consolidation of the already tested insurance scheme for rural areas (Community Health Fund Illyaborehwa in Dodoma) in additional regions and advocate for national scaling up and, more broadly, a CHF reform at national level. • Contribution to adapting the donor health financing mechanisms for the sector (current Health Basket Fund) and advocate for leveraging additional resources going directly to Local Government Authorities (LGAs), to strengthen primary health care. • Support the development of a comprehensive and pro-poor Health Finance Strategy. Participation in policy dialogue regarding budget allocations, sustainable funding of the health system and public health finance management. <p><i>Outcome 3: Malaria</i></p> <ul style="list-style-type: none"> • Technical assistance to and capacity strengthening of the NMCP. • Support for research interventions providing empirical evidence, understanding of changing malaria patterns and innovative solutions. • Explore the development of new intervention packages adapted to the specific local needs of selected regions and/or districts in Tanzania (including the 		

<ul style="list-style-type: none"> recommendations made by the CEDRIG). Initiate and feed discussion of possible strategies towards pre-elimination. 	
Resources and Partnerships (Swiss Programme)	
Overall budget: CHF 40mio	
<ul style="list-style-type: none"> Partnerships with: <ul style="list-style-type: none"> ➤ Relevant Tanzanian ministries at the central level: the Ministry of Health and Social Welfare, the Prime Minister's Office for Regional Authorities and Local Government (PMO-RALG), Ministry of Finance. At the local level: Regional and District Medical officers, Regional Administrative Secretaries, District Executive Officers. ➤ Tanzanian research organisations such as the Ifakara Health Institute, the National Medical Research Institute (NMRI) and the Commission for Science and Technology (COSTEC). ➤ Non-governmental institutions (Sikika). ➤ Swiss institutions and long-lasting partners such as the Swiss Tropical and Public Health institute (STPHI), the Novartis Foundation for Sustainable Development (NFSD), SolidarMed. ➤ Donor Agencies in health and Partners in the Health Basket: US Government (USAID, PEPFAR, PMI), Ireland, Denmark, Germany (GIZ, KfW), Canada, UK (DFID) and multilateral institutions (WHO, UNICEF, UNFPA, UNAIDS, GFATM). Exchange with the SDC Regional Programme Southern Africa upon request regarding health policies within the SADC and HIV/AIDS programme. Participation in the SDC Health Network and Community of Practice HIV/AIDS. Exchange with the SDC Global Health Programme on the work of multilateral players (GFATM, UNAIDS, WHO). 	

Employment and Income		
Overall domain objective: Pro-poor growth of rural markets in which men and women are equally involved		
Swiss Portfolio Outcomes	Swiss Programme Contribution	Country Development Outcomes
<p><u>Outcome 1: Value Chain Support</u></p> <p>Income opportunities for poor women and men in agricultural value chains are increased.</p> <p><i>Indicators:</i></p> <p>1.1 Average annual income increase per average male and female beneficiary smallholder household</p> <p>Baseline :</p> <ul style="list-style-type: none"> Sunflower farmers 533\$ (no gender disaggregated data available) 	<p>Pro-poor growth is triggered through systemic changes (better provision with services and better rules and regulations for rural markets), higher productivity and value addition along the value chains for rural Tanzanian products.</p> <p><i>Assumptions:</i></p> <ul style="list-style-type: none"> Growing markets: Home and export markets for agricultural products are growing. Improved access to productive factors: Market stakeholders access agricultural inputs, land, water, capital, services and acquire more financial 	<p><u>Outcome 1:</u></p> <p>Rural income poverty incidence is reduced</p> <p>(MKUKUTA II Cluster I: Growth for Reduction of Income Poverty; Goal 2, Reducing Income Poverty through Promoting Inclusive, Sustainable and Employment enhancing Growth and Development: Operational targets 1.2.1)</p> <p>1.1. Rural poverty</p> <p>Baseline: 33.3 %</p> <p>Target: Close the gap to lower urban poverty</p>

<ul style="list-style-type: none"> Cotton farmers 448 US\$ (no gender disaggregated data available) Rice paddy farmers earned 1,085 US\$ (no gender disaggregated data available) Poultry farmers 400 US\$ (90% women) Charcoal 172US\$ (90% men) <p>Target :</p> <ul style="list-style-type: none"> Male and female farmers have equal yields/ha Sunflower farmers : 15% per year cotton farmers 15 % per year Maize farmers: 15% per year cotton farmers 15 % per year Pulses farmers: 15% per year cotton farmers 15 % per year <p>(RLDP might phase out 2016; sunflower, maize, pulses will continue in AMDT.)</p> <p>1.2 Average cost shares for services provided to farmers in rural value chains borne by private or public sector partners (in %)</p> <p>Baseline: 44% (Average in RLDP in 2013)</p> <p>Target: 70%</p> <p>1.3 Average annual decrease of postharvest losses per male and female beneficiary household, respectively saved quantities</p> <p>Baseline:</p> <ul style="list-style-type: none"> 20% post-harvest losses per household <p>Target:</p> <ul style="list-style-type: none"> 20% reduction of losses at pre-storage stages (1,500kg crop) Saved: 1,500Kg*15%*20%=45kg 90% reduction of losses at storage stage (500kg stored), Saved: 500kg*10%*90%=45kg <p>Sources: RLDP and AMDT reporting</p>	<p>literacy.</p> <ul style="list-style-type: none"> <u>Role models</u>: Positive male and female role models are of influence. Interest of beneficiaries: Beneficiaries are interested in improved access to productive factors and good agricultural practices related to soil and water management. <p>Risks:</p> <ul style="list-style-type: none"> <u>Climate change</u>: Harvests could be reduced due to increasing risk of extreme events due to changing climate conditions. <u>Business environment</u>: The business environment could further degrade due to heavy procedures, illicit business activities, rent seeking or corruption. 	<p>(Source: World Bank, rural poverty headcount ratio at national poverty lines (% of rural population))</p> <p>1.2. Yield/per ha per crop per year and average annual product prices</p> <p>Baseline:</p> <ul style="list-style-type: none"> Sunflower yield : 13 tons/ha Sunflower price per kg: 33 US cents Maize yield : 13 tons/ha Maize price per kg: 32 cents Pulses yield: 9.7 tons/ha Pulses price per kg: 45 US cents <p>Target:</p> <ul style="list-style-type: none"> Sunflower yield : 17.4 ton/ha (world average yield) Sunflower price per kg: stable Maize production: 32.2 tons/ha (Ethiopian yield, highest yield in East Africa) Maize price per kg: stable Pulses production: 15.6 tons/ha (Ethiopian yield, highest yield in East Africa) Pulses price per kg: stable <p>Sources: FAOSTAT for yields; food security portal for prices</p>
<p><u>Outcome 2: Skills Development</u></p> <p>Youth employment and self-employment is increased in rural areas</p> <p>Indicators:</p>	<p>Through acquiring the necessary skills, young people are better equipped to create and find (self-) employment.</p> <p>Assumptions:</p>	<p><u>Outcome 2:</u></p> <p>Employment in rural areas, particularly for youth and women are enhanced</p> <p>(MKUKUTA II, Cluster I: Growth for Reduction of Income Poverty; Goal 3, Ensuring Creation and Sustenance of Productive and</p>

<p>2.1 Employment accessed through trained women and men under 25</p> <p>Baseline: tbd</p> <p>Target: Project/program is identified in 2015</p> <p>2.2 Self-employment of trained women and men under 25 generated</p> <p>Baseline: tbd</p> <p>Target: Project/program is identified in 2015</p> <p>2.3 Perception of quality of training through trained women and men and (self-) employed under 25 and employers</p> <p>Baseline: tbd</p> <p>Target: Project/program is identified in 2015</p> <p>Sources: Project/programme reporting</p>	<ul style="list-style-type: none"> Improvement of education: Primary and secondary public and private education will improve. Role models: Positive female role models will be of influence. Modernization of agriculture: The modernization of agriculture attracts young people generating income. Growing home and export markets: Home and export markets for agricultural products are growing. <p><u>Risks:</u></p> <ul style="list-style-type: none"> Insufficient market assessments: Products or services offered by the trained might not be based on an assessment of the markets. Attitudes: The interest of young people to participate in (self-) employment programmes might be low. Discrimination: Young people, especially young women may have difficulties accessing land, capital or other assets. <p>In the context of policies favouring the modernization of agriculture and large-scale foreign investment, more focus needs to be given to the needs of smallholder farmers and to social accountability in order to allow their effective participation in local and national economic development.</p> <p><u>Assumptions:</u></p> <ul style="list-style-type: none"> Smallholder participation: The participation of smallholders in policy dialogue contributes to more favourable rules and regulations Coordination of smallholder advocacy: The different stakeholders involved in advocating smallholder rights coordinate their efforts. 	<p><i>Decent Employment, especially for women, youth and people with disabilities, Operational target 1.3.4.)</i></p> <p><u>Indicators:</u></p> <p>2.1. Formal employment on mainland</p> <p>Baseline:</p> <ul style="list-style-type: none"> 1,550,018 persons employed in the formal sector (2012) <p>2.2. Total number of enterprises in Tanzania</p> <p>Baseline:</p> <ul style="list-style-type: none"> 69'142 registered and non-registered enterprises in Tanzania (2012) Increase in accordance with economic growth <p>Sources: Formal employment and Total number of enterprises in Tanzania: National Bureau of Statistics, NBS, 2012</p>
<p><u>Outcome 3: Smallholder Farmers</u></p> <p>Smallholder farmers' influence in local and national policy making and fair contract farming is enhanced (MVIWATA, Agricultural Non State Actors Forum (ANSAF) and value chain interventions)</p> <p><u>Indicators:</u></p> <p>3.1 Number of smallholder men and women of different age groups (below and above 25) organized in smallholder organizations</p> <p>Baseline :</p> <ul style="list-style-type: none"> 15'000 registered farmer households, and additional 140'000 estimated non registered member farmer households (no gender disaggregation available yet) 	<p><u>Outcome 3:</u></p> <p>Mechanisms for targeting poor and vulnerable groups are introduced</p> <p>(MKUKUTA II, Cluster III Good Governance and Accountability; Goal 2: Improving Public Service Delivery to all, especially to the poor and vulnerable, Operational targets 3.2.2)</p> <p><u>Indicators:</u></p> <p>3.1. Improved access to services, land, know-how</p> <p>Baseline:</p> <ul style="list-style-type: none"> Registering property overall world ranking 127 (of 181 countries) - discrimination of women regarding land rights by customary law 77.3% of male and 68.4% of female adults above 16 were formally or informally financially included 	

<p>Target:</p> <ul style="list-style-type: none"> All 145'000 members are registered and 50% of them pay an annual member fee <p>3.2 Number of initiatives taken by collectively-organized smallholder women and men to improve access to services, land, capital and know-how that are successful (influenced policies, improved the situation of farmers)</p> <p>Baseline :</p> <ul style="list-style-type: none"> 1 commenced national cotton development policy 1 liberalized district sunflower seed policy 1 resolved land conflict with smallholders 25 new Village and Community Banks <p>Target:</p> <ul style="list-style-type: none"> Effective initiatives on the topics of access to land, finances and improved agricultural practices on local, district, regional and national level <p>3.3. Satisfaction of farmers and processors with terms of trade (incl. contract farming etc.)</p> <p>Baseline: 50% RLDP farmers are satisfied with services received in contract farming</p> <p>Target: 80% of farmers and processors are satisfied with contract farming and market terms</p> <p>Sources: Mainly MVWATA baseline and M&E plan and reporting, but also RLDP, AMDT, Grain Post-Harvest Loss Prevention (GPLP) and Transforming Tanzania's Charcoal Sector TTCS report on farmer satisfaction</p>	<p>Risks:</p> <ul style="list-style-type: none"> <u>Political neglect of 90% majority of smallholder farmers:</u> A change of national policies could put less emphasis on the creation of a more favourable regulatory framework for smallholder farming and Micro-Small and Medium Enterprises. 	<p>(Finscope 2013)</p> <ul style="list-style-type: none"> DADP budget spent on extension activities was between 4% and 25 % in 2010. <p>Target:</p> <ul style="list-style-type: none"> Improved rank in registering property overall world ranking (World Bank Group) and significant progress regarding women's land rights 90% financial inclusion 25% District Agricultural Development Plans (DADP) budgets for extension activities with a focus on most effective Farmer Field Schools (FFS) <p>3.2 Improved agricultural policies in favour of smallholders</p> <p>Baseline:</p> <ul style="list-style-type: none"> Decreasing budgets for agricultural development and ineffective smallholder relevant policies under Kilimo Kwanza, Agricultural Sector Development Project (ASDP) and Big Results Now Agriculture (2013/2014) <p>Target:</p> <ul style="list-style-type: none"> Increasing budgets for effective agricultural development of Tanzanian smallholder farmers under improved agricultural policy frameworks <p>Sources: usaidlandtenure.net, Finscope/FSDT 2013, World Bank Group Doing Business Survey, ASDP/MASFC Evaluations on Extension and Irrigation</p>
<p>Gender:</p> <p>(Young) women's income opportunities and employment are specifically increased through better access for women to services, land, capital and markets. Women need to be targeted since labour, investment and innovation for the rural economy relies increasingly on them.</p> <p>Reference indicators: 1.1, 1.3, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3.</p> <p>To allow for more considerate budgeting and expenditures according to different family members' needs more consultative household decision-making is promoted</p>		

Climate change:

Perceptions of change in ability/capacity of rural women and men to respond to climate change.

Reference indicators related to no regret measures: early warning systems, more savings, insurances, adapted agricultural practices)

Baseline:

- No early warning system in place
- No availability of insurance schemes for processors/farmers
- No beneficiaries trained in conservation agriculture

Target:

- Early warning systems in place
- 30% Insurance coverage for processors/farmers
- 100 % of lead farmers trained in adapted agricultural practices

Lines of Intervention (Swiss Programme)

Outcome 1: Value Chain Support

- Strengthening agricultural value chains using the M4P/MSD approach: This implies finding solutions to identified bottlenecks allowing better access to sustainable markets for smallholder farmers, with particular attention given to women and young people. Possible bottlenecks are a lack of life skills and financial literacy, access to assets or know-how of effective production methods, as well as insufficient production methods in product transformation.
- Promotion of effective post-harvest management in grain value chains introducing adequate storing equipment in a sustainable way.

Outcome 2: Skills Development

- Improvements of educational/vocational/apprenticeship systems providing training and skills to rural youth, enabling them to access jobs or create their own income generation activities in agricultural value chains: The establishment, update and strengthening of curricula for professional/technical skills provision as well as improving access to knowledge and coaching regarding effective entrepreneurship, life skills, self-organization, acquiring assets such as land and capital and financial literacy all related to the agricultural sector.

Outcome 3: Support to Smallholder Farmers

- Smallholder advocacy and empowerment organizations receive co-funding for their organizational development (incl. finance and administration, management and leadership, monitoring and evaluation) and their core-activities. They play a major role in the upscaling of successes in value chain development and in the provision of key-skills to smallholders, rural women and youth.
- Facilitation of the inclusion of youth and women in advocacy and empowerment organizations.

Resources and Partnerships (Swiss Programme)

Overall budget: CHF 31 mio

- Partnerships with:
 - Other donor agencies (Sweden, Denmark, Ireland, potentially others) in the set-up of a joint large-scale programme to support value chains: AMDT.
 - Organisations mandated to implement SDC funded projects, currently Helvetas Swiss Intercooperation and Swisscontact. Within these projects

- partnerships are sought with public and private stakeholders and networks.
 - Tanzanian CSOs and NGOs, especially the ones lobbying for the interests of smallholder farmers (currently MVIWATA, ANSAF).
 - Public institutions and ministries for policy dialogue.
 - Donor agencies and multilateral institutions, namely: FAO, AfDB, Ireland, Denmark, Sweden, USA, UK.
- Exchange and synergies with the SDC Regional Programme Southern Africa regarding Post Harvest Grain Loss.
- Synergies and regular exchange with various projects from the Global Programmes (Food Security, Water and Climate Change), Employment & Income and other SDC divisions, as well as SECO (UN Trade Cluster Project), all active in Tanzania.
- Participation in the SDC Thematic Networks Agriculture & Food Security, Climate Change and Environment and Employment and Income.

Governance

Overall domain objective: Social cohesion as well as transparent and accountable state systems

Swiss Portfolio Outcomes

Outcome 1: Civil Society and Citizen Engagement

Citizens and CSOs are better informed and engaged more effectively in decision making, oversight and advocacy regarding administrative and political processes at local and national levels

Indicators

- 1.1 Public perception as regards accountability and transparency of public authorities at national and local levels, in particular with respect to health and agriculture services, in areas of SDC partners' support

Source: Own survey (every two years)

Baseline: tbd

Target: tbd

Country Development Outcomes

Outcome 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 (MKUKUTA II)

Indicators

- 1.1 Perception of corruption in the population

Baseline: Score 33/100, rank 111 / 177 (2013)

Source: MKUKUTA Annual Implementation Report/Transparency International¹⁸

- 1.2 Proportion of LGAs posting public budgets, revenue and expenditures on public notice boards

Baseline: 94.7 %

Target: 100% in 2015¹⁹

Source: MKUKUTA Annual Implementation Report 2012/13

- 1.3 PressFreedom

Baseline: Rank 69/180 (in 2014: 1 being the best rank)

Source World Press Freedom Index 2014

¹⁸ The Government of Tanzania is in the process of defining its own corruption index; as long as this is not finalized, Switzerland will use Transparency International's corruption perception index.

¹⁹ The MKUKUTA is currently projected to end in 2015; it is likely to be extended to 2016. The target will need to be revised once a new poverty reduction strategy with new targets is defined.

<p>1.2 Citizens (particularly women and youth) have a high trust in non-governmental organizations and feel that their interests are represented by them.</p> <p>Source: Sauti za wananchi</p> <p>Baseline: 61% of citizens have a lot or some trust in NGOs (2014), trust is significantly lower among women (45%) than men (65%), and lower among youth (18-35) (58%) than among those older than 35 years (63%)</p> <p>Target: 70%</p>	<p>to each other.</p> <ul style="list-style-type: none"> Donor dependency: CSOs are overly dependent on donor funding and orient their programmes based on funding availability 	
<p>1.3 Public perception as regards the extent to which the media is providing relevant information and able to hold government to account.</p> <p>Source: Media Council of Tanzania</p> <p>Baseline: 41% of the population think that media is an effective monitor of power providing relevant public information. Women seem more positive with 43% as opposed to 40% of men. Private radio and private TV are perceived as the most effective in this respect with 61% (radio) and 63% (TV) of the people ranking their impact on power as high or very high.</p> <p>Target: tbd</p>		
<p><u>Outcome 2: Transparent and accountable public service delivery</u></p> <p>Local and central government bodies increasingly perform their duties in a transparent and accountable way</p> <p><i>Indicators</i></p> <p>2.1 Transparency of and more sound public finance management by LGAs revenue collection and management</p> <p>Source: CAG and project reports</p>	<p><u>Outcome 2:</u></p> <p>Systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels (MIKUKUTA II)</p> <p><i>Indicators:</i></p> <p>2.1 Percentage of Ministries, Departments and Agencies (MDAs) and LGAs with Clean Audit Certificate from the Comptroller and Auditor General</p>	
	<ul style="list-style-type: none"> Fostering a culture of transparency and accountability among local and national authorities has a positive impact on the quality of their service delivery. <p><i>Assumptions:</i></p> <ul style="list-style-type: none"> Favourable environment: Leadership at central, regional, district and local level favours the improvement of service delivery at local level and facilitate channelling of necessary financial means. Strong oversight institutions such as PCCB and NAO exercise control and pressure on central and local government bodies to deliver services in a transparent and accountable way. 	

Baseline²⁰ : Unqualified audits in LGAs: 80%. Own revenue collection of LGAs: around 7-8% for the last 6 years in terms of percentage of overall LGA funding of sources. No systematic public disclosure of information on budgets and expenditures (2013).
Target: Number of unqualified audits in SDC supported LGAs higher than national average, in particular regarding adverse opinions. Improvement of citizens' perception of public spending in selected LGAs.

2.2 Effectiveness of key national oversight bodies (National Audit Office - NAO, Prevention and Combating of Corruption Bureau – PCCB - and parliamentary oversight committees - POCs).

Source: NAO, PCCB and project reports
Baseline: Quality of yearly audit process by NAO is increasingly better, but systematic follow up of previous year's recommendations lacking. PCCB: recovered assets worth TSH 4.2bio (ca. CHF 2.3mio.) in 2013. NAO and POCs currently do not discuss any performance audit reports jointly.
Target: NAO PCCB increases amount of recovered assets; NAO and POCs discuss 3 audit reports jointly per year.

2.3 Frequency and quality of public meetings in partner LGAs on accountability of public money

Source: Project reports
Baseline: Public disclosure of LGA budgets and expenditures are not systematic in Tanzania.
Target: One annual meeting in each partner LGA

Risks:

- Lack of financial means for decentralized and quality service delivery.
- Toothless oversight institutions: National oversight mechanisms may lack the (symbolic or effective) power to put Government agencies (leadership, staff) under pressure and hold them to account.

Baseline: 85% (2012/13)

Source: MKUKUTA Annual Implementation Report 2013
Target 2015: 90%

2.2 Percentage of population reporting satisfaction with basic services

Baseline: tbd
Source: MKUKUTA Annual Implementation Report

2.3 Number of corruption cases convicted in percentage of number of cases sanctioned for prosecution

Baseline: 10% (2013)
Source: MKUKUTA Annual Implementation Report/ PCCB

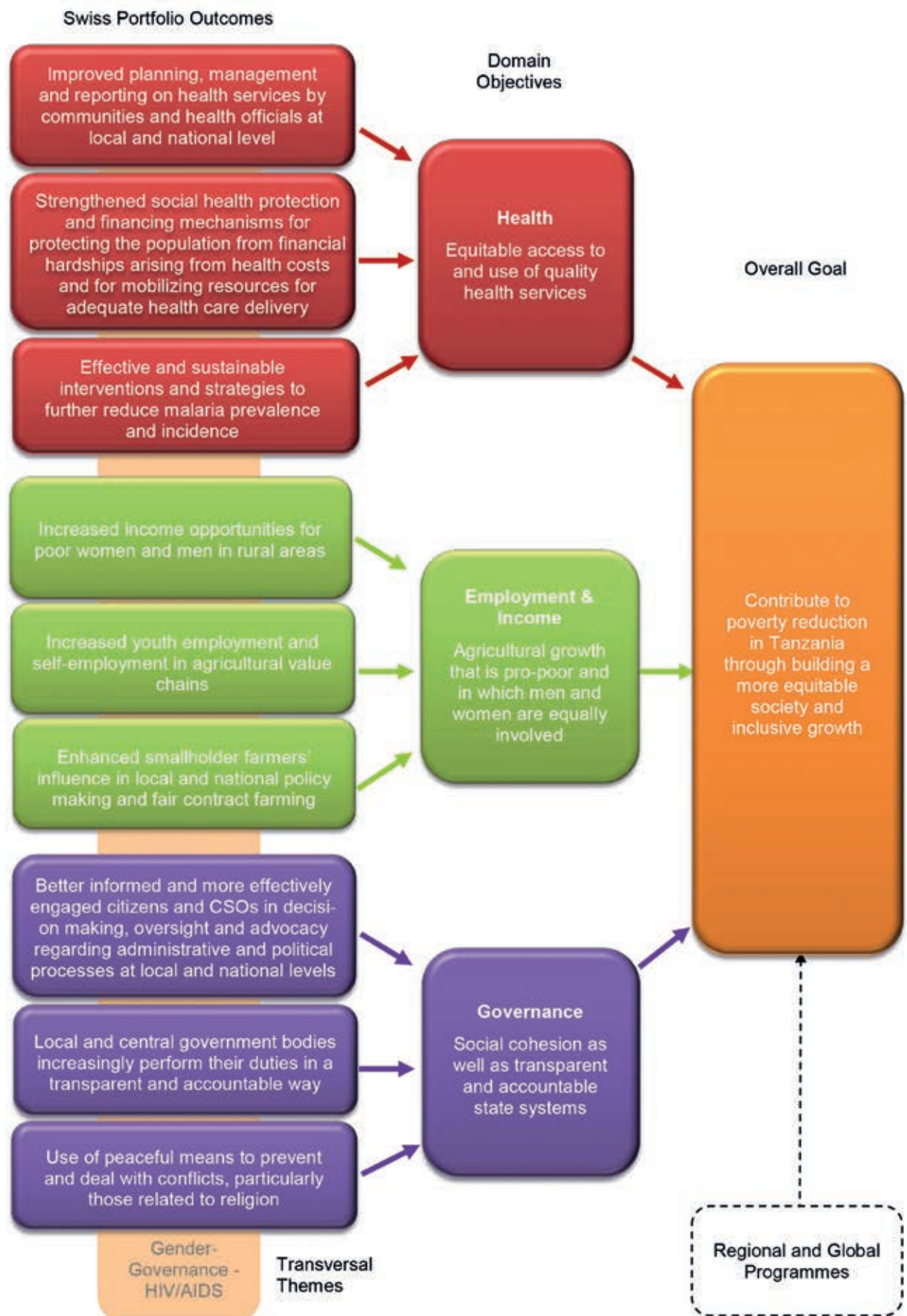
²⁰ These data apply nation-wide. Monitoring will focus on data from selected LGAs where SDC provides support.

<p>Outcome 3: Peace Maintenance</p> <p>The use of peaceful means to prevent and deal with conflicts, particularly those related to religion, is increased</p> <p>3.1 Existence and use of a Conflict Early Warning Mechanism (CEWARN) for Tanzania</p> <p>Source: project reports</p> <p>Baseline: No systematic assessment mechanism of the conflict situation in Tanzania in place.</p> <p>Target: An IT-based Conflict Early Warning System is in place and used by relevant Government authorities and non-state actors</p> <p>3.2 Number of successful dialogue initiatives taken up by state and non-state actors to address conflictual topics</p> <p>Source: MERV, project reports</p> <p>Baseline: In 2013, for the first time, SDC partners succeeded in organizing dialogue platforms in 6 areas of Tanzania bringing religious leaders of different nominations, government officials, (local) politicians and citizens together at one table.</p> <p>Target: Formal and informal dialogue and mediation platforms established at national and community level pertaining to peace maintenance and conflict resolution.</p> <p>3.3 Citizens' perception regarding availability of public space for social and peace dialogue.</p> <p>Source: Own survey</p> <p>Baseline: Public space for social and peace dialogue currently exists at local level and informally only. Exact baseline tbd.</p> <p>Target: Improved perception of availability of public space for social and peace dialogue</p>	<ul style="list-style-type: none"> • Creating spaces for social and peace dialogues and a nationwide early warning system contribute to national security, peace maintenance and peaceful conflict resolution. <p><u>Assumptions:</u></p> <ul style="list-style-type: none"> • <u>Government proactivity:</u> The Government is engaged to promote peace and social cohesion and includes state and non-state actors in its efforts. • <u>Containment of violent conflicts:</u> Potential tensions do not translate into armed conflicts. <p><u>Risks:</u></p> <ul style="list-style-type: none"> • <u>Government reluctance:</u> The Government does not give the necessary importance to efforts of peace promotion by state and non-state actors. • <u>Religious extremism</u> is tolerated and fostered by leaders of certain religious organizations. • <u>Unethical media</u> propagate inflammatory messages and uses non-conflict sensitive language. 	<p>Outcome 3:</p> <p>National and personal security and safety of property is ensured (MKUKUTA II)</p> <p><u>Indicators²¹:</u></p> <p>3.1 Political stability and absence of violence</p> <p>Baseline: 0.03 (in 2012, -2.5 being the lowest, 2.5 being the highest score)</p> <p>Source: Worldwide Governance Indicators/World Bank</p> <p>3.2 Fragility of the state</p> <p>Baseline: Rank 65 (out of 178, 1 being the most fragile), in the "very high warning" category</p> <p>Source: Fragile States Index</p>
--	---	--

21 Regarding the outcome "Ensuring National and Personal Security and Safety of Property", the MKUKUTA Monitoring Master Plan suggests rather limited indicators for measurement: i) number of cases of crimes reported; and ii) % of cases of sexual abuses reported that result in conviction, thus the reference to global indicators.

<p><u>Gender:</u> Women's voices and concerns are increasingly taken into account in social accountability processes and by the media.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Improvement of women's perceptions of the role of media as fourth estate and relevant information provider (see indicator 1.3 above) • Perceptions by men and women that they make a difference by publicly expressing their views on local issues that affect them (see indicator 1.1 above) 	<p style="text-align: center;">Lines of Intervention (Swiss Programme)</p> <p><i>Outcome 1: Civil Society and Citizen Engagement</i></p> <ul style="list-style-type: none"> • Strengthen evidence-based advocacy of CSOs and citizens, in particular through social accountability processes. • Increase CSOs' accountability, results-orientation and coordination among each other. • Improve access to information and quality of information on issues of public interest, in particular on topics of accountability and anti-corruption. <p><i>Outcome 2: Government Capacities</i></p> <ul style="list-style-type: none"> • Improve accountability and public resource management of national and local public authorities. • Enhance state oversight mechanisms to more effectively prevent and fight corruption in the public and private sector. • Support the organization of open and transparent election processes and the availability of related information to the citizens. <p><i>Outcome 3: Peace Maintenance</i></p> <ul style="list-style-type: none"> • Provide technical assistance and promote coordination to establish a national conflict early warning mechanism. • Create formal and informal spaces for peace dialogues and conflict mediation.
	<p style="text-align: center;">Resources and Partnerships (Swiss Programme)</p>
<p>Overall budget 2015-2018: CHF 24mio</p> <ul style="list-style-type: none"> • Partnerships with: <ul style="list-style-type: none"> ➤ Tanzanian CSOs and NGOs with Switzerland providing contributions to their strategic plans or specific projects. ➤ Relevant government entities at central and local levels such as Prime Minister's Office - Regional Administration and Local Government (PMO-RALG), selected LGAs, PCCB, Committee for Prevention of Genocide and other Mass Atrocities etc. • Other Tanzanian partners for dialogue, analysis and information exchange such as academia, think tanks, CSOs. • Donor agencies and multilateral institutions. • Exchange and synergies with the SDC Regional Programme Southern Africa regarding social accountability and other governance issues. • Participation in SDC thematic networks on Decentralisation and Local Governance as well as Conflict Prevention and Human Rights. 	

Annex 4: Swiss Cooperation Strategy Tanzania 2015–2018 at a Glance



Imprint

Editor:
Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
3003 Bern

Design:
Visual Communication FDFA, Bern

Photos:
SDC

Orders:
sdc.admin.ch/publications

Specialist contact:
Swiss Agency for Development and Cooperation SDC
East and Southern Africa Division
Tel. +41 58 46 23623
www.sdc.admin.ch

Bern, 2014