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## Introduction

1. This UNDP country programme for the period 2007-2010 is anchored in three main policy and programming frameworks: the National Strategy for Growth and Reduction of Poverty (known by its Kiswahili acronym MKUKUTA), the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA) and the Government Joint Assistance Strategy (JAS), which seeks to maximize development effectiveness and is based on enhanced national ownership and leadership and greater harmonization and alignment with national processes. The country programme is firmly embedded within the United Nations Development Assistance Framework (UNDAF), 2007-2010, which is closely aligned with MKUKUTA, MKUZA and the JAS. It is further influenced by United Nations reforms aimed at greater coherence and enhanced impact at the country level. Drawing on the strong interactive process in formulating the UNDAF, the formulation of the country programme benefited extensively from consultation with key partners in both the Union and Zanzibar Governments, civil society and bilateral donors. The four-year time frame of the country programme is deliberate so as to ensure full alignment with the time frames of both MKUKUTA and MKUZA.

### I. Situation analysis

2. Over the past decade, Tanzania has registered significant economic growth, just as the national overall economic fundamentals have improved sharply. Growth averaged an annual 6.0 per cent between the years 2000 and 2004, with single-digit inflation averaging about 4.5 per cent per year over the period. The strong macroeconomic performance has also led to increased foreign currency reserves and the attainment of a relatively stable foreign exchange rate. The positive macroeconomic outcome is, in part, underpinned by comprehensive policy and structural reforms and effective macro-economic management. Allied to the positive economic trends are equally impressive achievements in political governance since the restoration of political pluralism and liberalism in 1992. Equally notable is the fact that the political transition has led to the emergence of popular institutions that enhance democratic rule and good governance. The freedom to form political parties, civil society and non-governmental organizations, including the media, has engendered

competitive politics, media pluralism, popular participation and increased levels of transparency and accountability in the conduct of public affairs. Determined to promote and sustain good and accountable governance, the Government has subscribed fully to the New Partnership for Africa's Development (NEPAD) and has decided to subject the country to the Africa Peer Review Mechanism. Against this backdrop, it is unsurprising that a 2004 World Bank Institute assessment of governance in 52 African countries rated Tanzania as the only one that had significantly improved in all three governance categories of voice and accountability, government effectiveness and control of corruption. At the regional level, Tanzania, in conjunction with Kenya and Uganda, has revived the East African Community (EAC), and in November 2005 it acceded to the EAC Customs Union, which will further enhance integration and facilitate trade in the region.

3. Much of the progress is attributable to a number of post-1992 reform initiatives, the 1997 Warioba Report, which induced anti-corruption measures, and subscription to the international development agenda, including the Millennium Development Goals (MDGs). The Public Sector Reform Programme, the Public Financial Management Reform, the Legal Sector Reform Programme, the Local Governance Reform Programme, the National Framework for Good Governance, the National Anti-Corruption Strategy and Action Plan and the Mini-Tiger Plan 2020 represent core reforms and strategic initiatives. Subsequently, MKUKUTA and MKUZA were introduced to replace the Poverty Reduction Strategy Paper as the national development framework, and these have been capped by the adoption of the JAS, which establishes a compact for mutual accountability between the Government and donors and seeks to strengthen good governance by focusing on domestic rather than external accountability. These strategic frameworks have introduced popular economic and political empowerment and accountability mechanisms in public life. All of these reforms, strategies and initiatives are informed by the long-term Development Vision 2025 for Tanzania Mainland and Vision 2020 for Zanzibar.

4. These gains notwithstanding and within the context of achieving the MDGs, significant challenges remain. Economic growth has been neither broad-based nor robust enough to lead to a significant reduction in poverty, and indicators for social

progress are less than impressive. Unemployment is high; about 36 per cent of the population live below the basic-needs poverty line; the maternal mortality rate remains stubbornly high at 578 per 100,000 live births; the HIV/AIDS overall prevalence rate is 7 per cent; and only 42 per cent of rural households have access to improved water sources. Despite near parity in primary school enrolment, girls and women are poorly represented at the secondary and tertiary levels. Only 33 per cent of girls pass their standard 7 exams compared to 50 per cent of boys. Poor women in rural and urban areas are involved in informal sector activities and are dependant on non-renewable energy (93 per cent) with limited access to financial resources and basic social services (health, water and sanitation). The consequence is that overall human development remains low, with a human development index of 0.418 in 2003, compared to 0.435 in 1990. Thus, meeting the MDGs and targets appears challenging, although important gains have been made in areas such as school enrolment, where rates have jumped from 59 to 95 per cent in just five years, as well as in key health indicators, including infant and under-five mortality rates.

5. Regarding governance, significant democratic deficits continue to be observed. The environment is yet to be liberalized sufficiently to allow fair political competition and participation, especially for women candidates. The persistence of an illiberal legal framework and of inadequate human and material resources constrains the legislatures from exercising effective legislative and oversight functions and the electoral bodies from managing the electoral process more creditably. Similarly, operational constraints induced by shortages of competent personnel, poor infrastructure and corruption hamper access to and delivery of justice to the majority of people, especially the most vulnerable, including the poor and women.

6. The Government response to these challenges has been an intensification of the ongoing sector-wide reforms and the development of the MDG-based, outcome-oriented MKUKUTA for the Tanzania mainland and MKUZA for Zanzibar, as successor national policy frameworks to the first-generation Poverty Reduction Strategies. These frameworks, which have the following three key pillars: growth and the reduction of income poverty; quality of life and social well-being; and governance and accountability, also have the cross-cutting themes of HIV/AIDS, gender and environment integrated within

them. The frameworks are complemented by the JAS, which seeks to harmonize and align external assistance around national processes and systems and manage external assistance with greater accountability and transparency. Nonetheless, inadequate technical, material, and financial resources constrain Government efforts to deliver on the stated outcomes in the national frameworks, as well as in the JAS. The UNDP country programme seeks to support the Government in meeting the challenges ahead.

## II. Past cooperation and lessons learned

7. The second Country Cooperation Framework (2002-2006) focused on three thematic areas, namely, development management; decentralized, participatory and transparent governance; and HIV/AIDS, with gender and environment treated as crosscutting themes. A key outcome was support for the Government in articulating and implementing a clearly defined national poverty reduction strategy that incorporates the achievement of the MDGs, and in better tracking progress on poverty, growth and equity outcomes as evidence for future policy development. A central element was building the capacity of Government to lead and manage the development process within a well-defined framework for managing and utilizing overseas development assistance – the Tanzania Assistance Strategy – so as to maximize aid effectiveness.

8. One of the key lessons learnt is the imperative of strong Government leadership and national ownership for effective programme implementation, as well as the importance of aligning efforts with national policy and programming priorities and national systems in order to achieve valid results and impact. Equally important is the quality of the partnerships underpinning programme design and implementation. Strong partnerships were forged with sister United Nations organizations, bilateral and civil society organizations and the private sector in all aspects of programme implementation, including the technical and consultative processes surrounding the Poverty Reduction Strategy Paper review, the Poverty Monitoring System review, the Public Expenditure Review work and the Tanzania Assistance Strategy implementation. A deliberate strategy to use core resources to leverage non-core resources paid off in terms of robust resource mobilization for the country office. A key lesson in this regard is that the early

involvement of partners in the process of programme design and implementation led to consensus-building and the enhancement of ownership by partners.

9. Programme management and implementation arrangements were based on national execution (NEX) as the main modality for executing the CCF. Key lessons include the importance of customized training, which proved to be a powerful approach to capacity-building. The preference to outsource technical assistance locally strengthened capacity in national consultancy and research organizations. On programme evaluation, spurred on by the simplification and harmonization agenda, the United Nations Country Team and Government made a strategic decision to undertake an independent Joint Strategic Review (JSR) of overall United Nations support to the first Poverty Reduction Strategy in the mainland and Zanzibar, which both helped to reposition the United Nations in the new aid environment and informed the formulation of the 2007-2010 UNDAF. The JSR provided valuable lessons for the United Nations Country Team, including a mapping of the United Nations comparative and competitive advantages, the pivotal role of Government leadership in programming, the benefits of the Joint Review to the United Nations system in terms of resource savings and reduced transactions costs for partners, the importance of harmonizing programming cycles, programming instruments and operational procedures to enhance operational efficiencies and impact. The recommendations of the JSR have significantly influenced management modalities and strategies for both the UNDAF and the country programmes of United Nations Development Group and Executive Committee organizations.

### III. Proposed programme

10. The approach to programming during the 2007 to 2010 cycle takes into account a rights-based approach and seeks to strengthen development management, foster partnerships and promote joint United Nations programming. The country programme is firmly anchored in the 2007-2010 UNDAF, whose three outcomes to be achieved by 2010 include:

(a) Increased access to sustainable income opportunities, productive employment and food security in the rural areas;

(b) Increased access to good basic social services for all by focusing on the poor and most vulnerable; and

(c) Strengthened democratic structures and systems of good governance and the application of human rights.

11. Three main pillars support the country programme and contribute to the achievement of the UNDAF outcomes and ultimately to the goals of MKUKUTA and MKUZA. The pillars are as follows:

**(a) *Enhancing pro-poor policy development and wealth creation***

12. Despite increasing growth rates, poverty remains widespread particularly in rural areas, especially among women. The challenge is how to empower and enable poor men and women to participate in and benefit from emerging economic opportunities. The national strategies (MKUKUTA and MKUZA) seek to address this challenge by focusing on promoting broad-based growth based on macro-economic stability, agricultural development, small- and medium-sized enterprise (SME) development, trade facilitation, rural energy supply, promoting public-private partnerships and enhancing domestic investment. The current country programme will build upon achievements made so far, including tracking progress on anti-poverty campaign outcomes via the national Poverty Monitoring System.

13. Support will be provided to: pro-poor policy development and strengthening the monitoring of poverty, growth and equity, including using sex disaggregated data; development of employment-driven growth strategies, new and sustainable business models in rural areas based on public-private partnerships, and private sector development more broadly. Key outputs to be delivered include: (a) a more robust implementation of the strategies for growth and poverty reduction; (b) a national strategy for SME development, including the development of women-led enterprises in the informal sector; (c) enhanced capacity to implement trade for poverty reduction initiatives premised on the Diagnostic Trade Integration Studies (DTIS) Action Matrix; (d) enhanced national capacity to analyze, implement and monitor the impact of key development policies on men and women; (e) enhanced capacity for implementing the flagship Mini-Tiger Plan 2020 – through special economic zones; (f) informed research and advocacy to support scaling up investments to achieve MKUKUTA/MKUZA goals

and the MDGs more broadly; (g) a participatory framework for effective monitoring of, and advocacy for, pro-poor equitable growth and, (h) enhanced use of information and communications technology (ICT) for private sector development.

**(b) *Strengthening democratic governance and development management***

14. Support for this pillar will focus on strengthening democratic governance and development management. Enhanced governance will contribute to UNDAF outcome 3, which relates to the national priorities of good governance and the rule of law; greater accountability through the effective reduction of corruption; enhanced public access to information; deepening democracy, peace, political tolerance and stability; participation and empowerment of women and vulnerable groups and social cohesion. The primary goal is to make democracy more robust by addressing the institutional deficiencies and enhancing the operational capacity of governance systems and processes.

15. Assistance in this area will contribute to delivering critical outputs including: (a) African Peer Review Mechanism implementation; (b) strengthened national and local structures and systems of governance that foster the rule of law, promote gender equality, combat corruption and promote accountability and transparency; (c) strengthened participatory mechanisms at the district and community levels; (d) enhanced civil society capacity to advocate for human rights and good governance; (e) strengthened mechanisms for conflict prevention, mitigation and resolution; (f) enhanced and accessible systems of justice, law and order, public information and education that promote and protect human rights and freedoms.

16. Other expected outputs are: (a) increased capacity to take advantage of knowledge-based development and ICT; (b) increased partnership and aid effectiveness premised on JAS principles; and (c) strengthened capacity to manage transition from humanitarian to development. The realization of the national development efforts is contingent on proper management of development processes, resources and strategies and on enhancing aid effectiveness, all of which are crucial in ensuring that both external and domestic resources are managed optimally to spur growth and overall development.

**(c) *Scaling up mainstreaming of cross-cutting themes***

17. A number of crosscutting issues constrain achievement of the targets of the MKUKUTA/MKUZA and the UNDAF. These are energy and environmental management, gender and HIV/AIDS. Tanzania has made considerable progress with the support of the United Nations system in mainstreaming crosscutting issues into national development plans and policies, most notably MKUKUTA and MKUZA. However, significant challenges remain with regard to ensuring that mainstreaming is carried out effectively in terms of capacity and ensuring sustained commitment at all levels. The third pillar of the country programme will address these issues through support for their mainstreaming.

18. Under the energy and environment theme, support will be provided to deliver key outputs: (a) accelerate the access to energy such as renewable energy, including photovoltaic initiatives, through the Global Environment Facility; (b) increase sustainable use of biomass (including wood and charcoal); (c) integrate environmental concerns into development policies and plans; (d) reduce the dependence of the poor on natural resources for their livelihoods; and (e) conserve biodiversity and ensure that communities benefit from these resources.

19. The promotion of gender equality and women empowerment will be addressed in all UNDP programmes in partnership with other United Nations organizations and civil society. Support to gender mainstreaming will be addressed at the policy level through the implementation of specific initiatives to provide a platform for advocacy and monitoring progress. UNDP programming will focus on the delivery of two key outputs: (a) scaling up effective mainstreaming of gender in policy and planning, national budgeting and monitoring and evaluation systems, including the Medium-Term Expenditure Framework (MTEF) and Public Expenditure Review mechanisms, and (b) gender disaggregation of statistics in national data collection systems.

20. In support of the national response to HIV/AIDS, UNDP, as part of the United Nations Joint Programme on HIV/AIDS (coordinated by UNAIDS), will support a broad-based, multi-sectoral and multi-level response that mainstreams HIV/AIDS into development and poverty reduction strategies. To that

end, it will produce the following outputs: (a) HIV/AIDS mainstreamed into national development in public and private sectors; (b) strengthened capacity at all levels to plan, implement and monitor multisectoral HIV/AIDS programmes; (c) strengthened media knowledge and competencies on HIV/AIDS issues; and (d) support for an enhanced enabling of legal and human rights frameworks, and gender-sensitive strategies in relation to HIV/AIDS.

21. In all the three country programme domains, programme strategy and emphasis will crucially be on policy advocacy and policy advice; capacity-building; strategic partnerships; using core resources to leverage non-core resources; where applicable, piloting downstream interventions to inform policy development; strategic resource management in the context of multi-donor (basket) frameworks; and embedding strategic communications in all programmatic work.

#### **IV. Programme management, monitoring and evaluation**

22. Management and institutional arrangements for programme implementation will be fully dependent on national processes and systems. While the national execution modality will remain, this will be done within a broader definition whereby the modality is more broadly mainstreamed in sector ministries. In the course of the programme cycle, there will be progressive movement towards channeling all programme resources through the 'Exchequer System' as mandated by the Government of Tanzania. Consistent with the partnership approach that underlies this programme, major consideration will be given to broader innovative funding modalities, such as UNDP-managed multi-donor funded frameworks and, where feasible, UNDP participation in other basket funds. The Harmonized Approach to Cash Transfer (HACT) will be a guiding principle in joint programmes with sister United Nations organizations and, in fact, some of the HACT principles, such as ex-post accountability, will apply to some of the UNDP-specific programmes.

23. Significantly and building on previous progress, major emphasis will be accorded to extended partnerships, particularly around joint planning and evaluation, as a complement to the strong movement towards joint programming. The country office will

draw upon the services provided by the Regional Service Centre on a flexible demand-driven basis to complement its own internal capacities. For some services, outsourcing involving specialized service providers to support implementation of the country programme will be the applied strategy. It will also draw upon the services provided by United Nations Volunteers to mobilize and institutionalize participation and address capacity gaps.

24. The monitoring of the country programme will be nested in the UNDAF monitoring framework, which in itself is anchored in the national poverty-monitoring framework – the MKUKUTA Monitoring Master Plan (MMMP). Crucially, information and data collection will be done using existing national instruments and processes, such as the MMMP census and survey and routine data collection systems. A cardinal element of the monitoring strategy will be to maximize opportunities for joint evaluation and monitoring with the programmes of sister United Nations organizations.

## Annex: Results and resources framework for Tanzania (2007 – 2010)

National priority or goal (Millennium Development Goals and/or other international conference commitments)					
Intended UNDAF Outcome 1: By 2010, increased access to sustainable income opportunities, productive employment and food security in the rural areas					
Programme component	Programme outcomes	Country programme outputs	Output indicators, baselines and targets <i>(baseline in italics)</i>	Role of partners	Indicative Resources by Goals
Achieving the Millennium Development Goals (MDGs) and reducing human poverty	1. Increased adoption of equitable pro-poor and gender-sensitive economic policies and programmes	<p>1.1 Improved capacity to design and implement national strategies for pro-poor growth and poverty reduction.</p> <p>1.2 Informed research, analysis and advocacy on macroeconomic policies/ “fiscal space” required for scaling up investment to achieve National Strategy for Growth and Reduction of Poverty (MKUKUTA) goals and targets.</p> <p>1.3 Enhanced capacity of non-State actors for advocacy for policy analysis and poverty monitoring</p> <p>1.4 HIV/AIDS mainstreamed in public and private sectors, including integration in national and local budgetary processes</p>	<p>1.1 <b>Indicator:</b> percentage of budget and planning officers in ministries, departments and agencies (MDAs) trained, quality of strategies reviewed <b>Baseline:</b> <i>limited planning, implementation capacity of MDAs</i> <b>Target:</b> 80 per cent of budget and planning officers in MDAs trained</p> <p>1.2 <b>Indicators:</b> studies and dialogue sessions to review fiscal framework <b>Baseline:</b> <i>inadequate rigorous analysis and restrictive fiscal framework</i> <b>Target:</b> comprehensive framework for scaling up in place</p> <p>1.3 <b>Indicator:</b> participation and contribution of non-state actors in policy debate and dialogue; <b>Baseline:</b> <i>weak capacity of non-state actors</i> <b>Target:</b> regular quality submissions to national policy and planning processes</p> <p>1.4 <b>Indicator:</b> existing national frameworks and strategies for mainstreaming reviewed <b>Baseline:</b> <i>partial implementation of current national multisectoral strategy framework (NMSF) (2003-2007)</i> <b>Target:</b> a new NMSF developed and costed by 2008.</p>	<p>Ministry of Finance, MDAs, parliamentarians, research institutes, civil society organizations (CSOs), media, Netherlands Development Organization (SNV), World Bank, United Nations organizations</p> <p>Tanzania Commission for HIV/AIDS (TACAIDS), Zanzibar AIDS Commission (ZAC), sector MDAs, United Nations organizations and United Nations Volunteers, CSOs, private sector, academic institutions, international non-governmental organizations (German Agency for Technical Cooperation, African Medical and Research Foundation, Concern, Oxfam), regional facilitating agents, regional secretariats, local government authorities, Council Multisectoral AIDS Committees, people living with HIV/AIDS (PLHA) groups</p>	<p>Regular: 3,437,000</p> <p>Other: 4,326,000</p> <p><b>Total: 7,763,000</b></p>
	2. National productivity and competitiveness is improved through decent employment opportunities, equitable access to and effective use of productive resources and greater market access.	<p>2.1 Enhanced capacity for implementation of Mini-Tiger Plan 2020 (through special economic zones)</p> <p>2.2 Upgraded organizational and supply capacity of small- and medium-sized enterprises through enhanced business development services; appropriate technologies; information and communications technologies support services</p> <p>2.3 National capacity to adapt public-private partnership (PPP) and corporate social responsibility enhanced</p>	<p>2.1. <b>Indicator:</b> number of functional special economic zones <b>Baselines:</b> <i>weak institutional framework and capacity for implementation</i> <b>Targets:</b> requisite institutional capacity to implement Mini-Tiger Plan in place</p> <p>2.2. <b>Indicators:</b> number of business development services (BDS) established and services provided <b>Baselines:</b> <i>Negligible</i> <b>Targets:</b> at least 5 BDS established</p> <p>2.3. <b>Indicator:</b> number of growing sustainable business (GSB) projects <b>Baselines:</b> <i>3 projects</i> <b>Targets:</b> at least 4 new GSB projects operationalised</p>	<p>Ministry of Planning, Economy and Empowerment, Ministry of Finance, Tanzania Private Sector Foundation, Ministry of Industry and Trade, Tanzania National Business Council, private sector (members of GSB Coordinating Group), MDAs, United Nations organizations; World Bank</p>	<p>Regular: 927,000</p> <p>Other: 6,273,000</p> <p><b>Total: 7,200,000</b></p>

	3. Strengthened budget planning and National Strategy for Growth and Reduction of Poverty (MKUKUTA) and Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA) monitoring systems that foster participation and gender equality	3.1 Comprehensive MKUKUTA Monitoring Master Plan (MMMP) incorporating disaggregated data on cross-cutting themes implemented  3.2 Enhanced national capacity to coordinate, manage and monitor aid harmonization and alignment, through the Joint Assistance Strategy (JAS)	3.1 <b>Indicator:</b> MMMP key outputs including the <i>Poverty and Human Development Report</i> , the Tanzania Socio-Economic Database, policy briefs  <b>Baseline:</b> process of identification of monitoring indicators ongoing <b>Target:</b> disaggregated data on gender, environment and HIV and AIDS incorporated in key MMMP outputs  3.2 <b>Indicator:</b> JAS action plan and progress reports  <b>Baseline:</b> JAS being finalized <b>Targets:</b> JAS successfully implemented and monitored	Ministry of Planning, Economy and Empowerment, MMMP secretariat, research institutes, development partners; United Nations organizations; World Bank	Regular: 4,364,000  Other: 3,244,000  Total: <b>7,609,000</b>
Intended UNDAF outcome 2: By 2010, increased access to quality basic social services for all by focusing on the poor and most vulnerable.					
Energy and environment for sustainable development	4. Effective mechanisms in place, including social protection, that address institutional barriers and socio-cultural dimensions to promote and protect the rights of the poor and most vulnerable	4.1 Improved capacity at national and district levels on the management and effective enforcement of existing policies for the sustainable use of forestry, energy and water resources	4.1 <b>Indicator1:</b> demonstrable national capacity to implement Environment Management Act (EMA) including codification of experiences and knowledge sharing  <b>Baseline:</b> <i>EMA enacted</i> <b>Target:</b> EMA mainstreamed and implemented in 20 per cent of districts	Vice President's Office, Prime Minister's Office of Regional Administration and Local Government, MDAs, Ministry of Natural Resources and Tourism, United Nations organizations, Danish International Development Agency, United Nations Environment Programme, Drylands Development Centre, CSOs, community-based organizations (CBOs), academia and Ministry of Energy and Minerals	Regular: 1,090,000  Other: 7,030,000  Total: <b>8,120,000</b>
	5. Improved community access to safe, clean water and environmental sanitation in the rural and urban areas	5.1 Appropriate framework for rural water supply (RWS) policy developed, including rainwater harvesting (RWH), policy implemented and scaled up.  5.2 Capacity for implementation of urban water supply system in Zanzibar developed	5.1 <b>Indicators:</b> framework and policy developed and implemented  <b>Baseline:</b> <i>No existing RWS model or RWH policy</i> <b>Target:</b> community water supply systems piloted in at least 3 communities using the approved RWS model and policies  5.2 <b>Indicator:</b> capacity to manage water supply system developed  <b>Baseline:</b> <i>new water act promulgated but weak capacity</i> <b>Target:</b> water authority established	Ministry of Water, Ministry of Natural Resources and Tourism, CBOs, CSOs, United Nations organizations, academia, Japanese Government, Japan International Cooperation Agency, Zanzibar Department of Water	Regular: 1,200,000  Other: 2,705,000  Total: <b>3,905,000</b>
Responding to HIV and AIDS	6. Increased access to comprehensive prevention, care and treatment, and impact mitigation of HIV/AIDS and other major diseases	6.1 Strengthened capacity of national institutions, local government authorities, civil society organizations and affected communities for scaling up prevention, care and treatment and support, as well as monitoring and evaluation systems	6.1 <b>Indicator:</b> percentage of local government authorities with comprehensive and operational community-based HIV/AIDS plans  <b>Baseline:</b> <i>25 per cent of districts have comprehensive plans in place</i> <b>Target:</b> 80 per cent of local government authorities with comprehensive and operational community-based HIV/AIDS plans	TACAIDS, ZAC, MDAs, United Nations organizations; CSOs, private sector, academia, international, non-governmental organizations, regional facilitating agents, regional secretariats, local government authorities, Council Multisectoral AIDS Committees, PLHA groups	Regular: 1,091,000  Other: 2,163,000  Total: <b>3,254,000</b>

Intended UNDAF outcome 3: by 2010 democratic structures and systems of good governance and the application of human rights are strengthened.					
Fostering democratic governance	7. Strengthened political, parliamentary and electoral systems that enhance effective participation and representation, bearing in mind gender considerations, and greater political tolerance, oversight and credible elections.	<p>7.1 Enhanced capacity of the Africa Peer Review Mechanism (APRM) Secretariat to coordinate the APRM process and implementation of the APRM Action Plan.</p> <p>7.2 The capacity of Parliament and the Zanzibar House of Representatives for policy and budget oversight, research and strategic communication strengthened.</p> <p>7.3 Advocacy for review and reform of legal provisions constraining democratic practices, including those constraining free and fair elections, supported</p> <p>7.4 The electoral process strengthened through capacity development support to National Electoral Commission/Zanzibar Electoral Commission, inter-party dialogue, and comprehensive civic/voter education.</p>	<p>7.1 <b>Indicator:</b> APRM secretariat functional and thematic assessments conducted <i>Baseline: accession to APRM; stakeholders dialogue initiated</i> <b>Target:</b> APRM Plan of Action completed and accepted by Government for implementation</p> <p>7.2 <b>Indicator:</b> evidence of ability of key oversight committees to scrutinize and debate the budget and policies introduced by Government <i>Baseline: committees in place, weak capacity</i> <b>Target:</b> key oversight committees influence budget and policy debate</p> <p>7.3 <b>Indicator:</b> evidence of amended/reformed laws <i>Baseline: broad consensus for legal and political reform exists</i> <b>Target:</b> political and electoral reforms in line with best practices</p> <p>7.4 <b>Indicator:</b> evidence of reduced complaints about elections <i>Baseline: modest institutional capacity in place</i> <b>Target:</b> free, fair and credible elections</p>	Ministry of Planning, Economy and Empowerment, CSOs, private sector, media, academia, APRM secretariat, Parliament, House of Representatives, National Electoral Commission, Zanzibar Electoral Commission, Registrar of Political Parties, political parties, legal sector group, development partners, Ministry of Constitutional Affairs and Good Governance Zanzibar; United Nations organizations	<p>Regular: 2,728,000</p> <p>Other: 27,794,000</p> <p><b>Total: 30,522,000</b></p>
	8. Strengthened national and local structures and systems of governance that foster the rule-of-law, promote gender equality, combat corruption and promote accountability and transparency	<p>8.1 Corruption is effectively addressed through improved institutional capacity, including inclusive and equitable processes and enhanced legal frameworks and mechanisms.</p> <p>8.2 Improved capacity of civil society, incl. The media, to promote transparency and demand accountability.</p> <p>8.3 Increased capacity and opportunities for women, the most vulnerable children and adolescents as well as people living with HIV/AIDS (PLHAs) to participate in governance at all levels and have their views heeded.</p>	<p>8.1 <b>Indicator:</b> number of corruption cases investigated by Prevention of Corruption Bureau and prosecuted by Attorney-General; Transparency International perception index <i>Baseline: good political will but weak capacity to implement the National Anti-corruption Strategy</i> <b>Target:</b> reduced incidence of corruption as shown by annual state of corruption report.</p> <p>8.2 <b>Indicator:</b> CSO/media initiated activities and engagements with Government over accountability issues <i>Baseline: limited capacity of CSOs/ media to promote and demand accountability</i> <b>Target:</b> strong participation of CSO/media in demanding accountability</p> <p>8.3 <b>Indicator:</b> proportion of vulnerable groups represented in governance structures at all levels <i>Baseline: limited participation of vulnerable groups in decision making processes</i> <b>Target:</b> increased participation of vulnerable groups in governance</p>	Prevention of Corruption Bureau, Ministry of Justice and Constitutional Affairs, CSOs, media, private sector, development partners,	<p>Regular: 1,637,000</p> <p>Other: 5,407,000</p> <p><b>Total: 7,044,000</b></p>
	9. Enhanced and accessible systems of justice, law-and-order, public information and education that promote and protect human rights and freedoms	<p>9.1 Capacity of justice administrators, LGAs and law enforcement institutions strengthened to administer justice in a fair, transparent and speedy manner.</p> <p>9.2 National capacity is strengthened to ratify, domesticate, monitor and report on the</p>	<p>9.1 <b>Indicator:</b> evidence of reduced public complaints of unfair and slow justice system. <i>Baseline: weak judicial administration</i> <b>Target:</b> accessible, speedy and fair administration of justice</p> <p>9.2 <b>Indicator:</b> percentage of laws and</p>	Ministry of Justice and Constitutional Affairs, Ministry of Foreign Affairs and International Cooperation, Ministry of Community Development, Gender Affairs and Children, Ministry of Youth, Employment, Women and Children Development Zanzibar, Ministry of Information, Culture and Sports, TACAIDS, ZAC, PLHA groups	<p>Regular: 1,528,000</p> <p>Other: 2,163,000</p> <p><b>Total: 3,691,000</b></p>

		<p>implementation of international human rights conventions, protocols and policy frameworks, in particular those in relation to vulnerable groups.</p> <p>9.3 Right holders empowered to be more aware and demanding with respect to human rights and freedoms, including accessibility of gender sensitive provisions in legislation.</p> <p>9.4 Government and stakeholders supported in harmonizing the laws and in advancing the harmonization of legal regimes in such areas as marriage, affiliation, inheritance and land tenure.</p>	<p>conventions that have been domesticated</p> <p><b>Baseline:</b> <i>slow progress on domestication due to weak capacity</i></p> <p><b>Target:</b> 20 per cent of laws ratified are domesticated.</p> <p>9.3 <b>Indicator:</b> dialogue on freedom of information legislation; mechanisms for empowering citizens</p> <p><b>Baseline:</b> <i>limited access to public information, progress towards development of legislation on access to information; weak capacity to demand rights</i></p> <p><b>Target:</b> greater accessibility to public information and citizens more empowered</p> <p>9.4 <b>Indicator:</b> reviews of laws and legal regimes</p> <p><b>Baseline:</b> multiplicity of contradictory laws, dialogue and progress towards harmonization</p> <p><b>Target:</b> legal regimes reviewed and harmonised</p>	<p>and Children Development Zanzibar, Ministry of Information, Culture and Sports, Ministry of Constitutional Affairs and Good Governance Zanzibar, local government authorities, CSOs, media, Law Reform Commission, gender groups, faith-based organizations, United Nations organizations; development partners,</p>	
<b>Responding to HIV/AIDS</b>		<p>9.5 Strengthened media knowledge and competencies on HIV/AIDS issues</p> <p>9.6 An enabling legal and human rights frameworks, and gender-sensitive strategies put in place for a comprehensive response to the AIDS epidemic</p>	<p>9.6 <b>Indicator:</b> coverage of HIV/AIDS in mass media</p> <p><b>Baseline:</b> <i>significant coverage of HIV/AIDS but sometimes inconsistent and misinformed</i></p> <p><b>Target:</b> quality and quantity of coverage of HIV/AIDS in mass media increased</p> <p>9.7 <b>Indicator:</b> HIV and AIDS Bill enacted and implemented fully</p> <p><b>Baseline:</b> <i>HIV/AIDS covered by outdated legislation with significant gaps</i></p> <p><b>Target:</b> HIV and AIDS Bill passed by Parliament and operational procedures developed; advocacy organisations have sufficient capacity to ensure rights are fulfilled</p>	<p>United Nations organizations, TACAIDS, Alliance of Journalists against AIDS in Tanzania (AJAT), state and private sector media, TACAIDS and ZAC (as national coordinating authorities), sector MDAs, United Nations Volunteers, CSOs, private sector, academic institutions, international non-governmental organizations (German Agency for Technical Cooperation, African Medical and Research Foundation, Concern, Oxfam), regional facilitating agents, regional secretariats, local government authorities, Council Multisectoral AIDS Committees</p>	<p>Regular: 546,000</p> <p>Other: 1,081,000</p> <p>Total: <b>1,627,000</b></p>
Supporting crisis prevention and recovery	10. Enhanced government capacity for disaster preparedness and response and management of transition from humanitarian assistance to development	<p>10.1 Strengthened government capacity in Kagera and Kigoma Regions to manage transition from a refugee-hosting situation to sustainable development.</p> <p>10.2 Government's capacity developed to reduce negative impact of illicit small arms and light weapons in refugee hosting areas close to Great Lakes Region conflict zone</p>	<p><b>10.1 – 10.2: Indicators:</b> percentage of regional administrators that have received training</p> <p><b>Baseline:</b> <i>Programme begun</i></p> <p><b>Target:</b> at least 75 per cent of regional administrators reached</p> <p>10.3 <b>Indicator:</b> Number of weapons collected in refugee hosting communities</p> <p><b>Baseline:</b> <i>Programme begun</i></p> <p><b>Target:</b> 2 regions covered</p>		<p>Regular: 1,037,000</p> <p>Other: 7,138,000</p> <p>Total: <b>8,174,000</b></p>