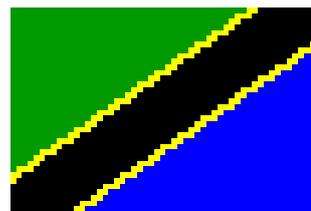




**FOOD AND AGRICULTURE
ORGANISATION
OF THE UNITED NATIONS**



TANZANIA

TANZANIA

COUNTRY PROGRAMMING FRAMEWORK

January 2014 – June 2016

January 2014

Executive Summary

This Country Programming Framework (CPF) presents a new focus in FAO's field programme for the United Republic of Tanzania, realigning the Organization's development support to the Government's revised priority programmes, while contributing to the implementation of FAO's global Strategic Framework 2010-19. FAO remains fully committed to the United Nations "Delivering as One" approach and the current CPF should be considered a fine-tuning of work agreed upon under the UN Development Assistance Plan (UNDAP) 2011 – 2015/16, which determined the duration of this CPF 2014 – mid 2016.

A central principle of the UNDAP is its alignment with key policy and strategies of the Government of Tanzania (GoT), notably the National and Zanzibar Strategy for Growth and Reduction of Poverty and agricultural development is considered critical for the national growth and reduction in income poverty. The CPF closely aligns FAO's support with other national long-term agriculture related strategies and responds the short term priorities set by the Government for the sector under the Big-Results-Now Presidential initiative.

The 2010 Population Census places Tanzania's population at nearly 45 million. Around 40 percent lives below the poverty line, ranking Tanzania among the poorest countries, in terms of human development and currently listed at 151 out of 185. Agriculture provides 30 percent of GDP, 80 percent of employment and contributes 85 percent of export earnings annually.

The agricultural sector is characterized by a predominant subsistence orientation, limited use of modern inputs, little value addition and high costs of processing due to high electricity and transportation charges, inadequate transportation and communication infrastructure and ample marketing opportunities missed. Tanzania's population is highly dependent on natural resources for their livelihoods, but unsustainable use of natural resources and noticeable effects of climate change pose increasing challenges to agricultural development. Conflicting natural resources' needs have already been the origin of clashes, affecting disproportionately vulnerable groups and those operating in fragile ecosystems.

The Government of Tanzania intends to use agricultural development as the main engine towards reaching middle level income status for the country by 2025. Supporting the Government in achieving this target, the CPF focuses on three priority areas:

A. Promoting agriculture as a profitable business

- Agriculture productivity increased in selected agricultural commodities
- Smallholder farmers and traders successfully engaged in marketing and commercialization of agricultural produce

B. Sustainable management of natural resources

- MDAs and LGAs have the required capacity for effective and efficient natural resources management (including Climate Smart Agriculture)

C. Agricultural development planning and sector investment support

- Availability and effective use of reliable, accurate and up-to-date agricultural statistics that reflect food and nutrition security situation
- Effective and efficiently coordinated agricultural sector development planning and sector investment support.

List of Abbreviations

AfDB	African Development Bank
AMP	Aid Management Platform
ASLM	Agricultural Sector Line Ministry
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
ASF	African swine fever
ASP	Agricultural Sector Policy
ASSP	Agricultural Statistics Strategic Plan
ATI	Agricultural Transformation Initiative
BET	Board of External Trade
BMGF	Bill and Melinda Gates Foundation
BRN	Big Results Now
CBPP	Contagious Bovine Pleuropneumonia
CAADP	Comprehensive Africa Agriculture Development Programme
CCA	Common Country Assessment
CIDA	Canadian International Development Agency
CSA	Climate Smart Agriculture
CPF	Country Programming Framework
DADP	District Agricultural Development Programmes
DFID	Department for International Development
DPG	Development Partners Group
EAC	East African Community
EU	European Union
FAO	Food and Agriculture Organization
FAOR	Food and Agriculture Organization Representation
FFS	Farmer Field Schools
FMD	Foot-and-mouth disease

FSNARD	Food Security, Nutrition, Agriculture and Rural Development
GIAHS	Global Important Agricultural Heritage Systems
GBS	General Budget Support
GEF	Global Environment Facility
GDP	Gross Domestic Product
GoT	Government of Tanzania
HQ	Headquarters
JAST	Joint Assistance Strategy for Tanzania
JICA	Japan International Cooperation Agency
IAGD	Internationally Agreed Development Goals
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IPPM	Integrated Pest and Production Management
KOICA	Korea International Cooperation Agency
LGA	Local Government Authorities
LTPP	Long Term Perspective Plan
MAFAP	Monitoring and Analyzing Food and Agricultural Policies
MAFC	Ministry of Agriculture, Food Security and Cooperatives
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goals
<i>MKUKUTA</i>	National Strategy for Growth and Reduction of Poverty (NSGRP)
<i>MKUZA</i>	Zanzibar Poverty Reduction Plan (ZPRP)
MNRT	Ministry of Natural Resources and Tourism
MOF	Ministry of Finance
METF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MW	Ministry of Water
MLFD	Ministry of Livestock
NAFORMA	National Forestry Assessment and Monitoring Programme

NAPECL	National Action Plan for the Elimination of Child Labour
NBC	National Bank of Commerce
NBS	National Bureau of Statistics
ND	Newcastle disease
NMB	National Micro-Finance Bank
NMTPF	National Medium Term Priority Framework
NSGRP	National Strategy for Growth and Reduction of Poverty or <i>MKUKUTA</i>
OSH	Occupational Safety and Health standards
PMO-RALG	Prime Minister's Office- Regional Administration and Local Government
PPR	Peste des Petit Ruminants
SADC	Southern African Development Cooperation
SAGCOT	Southern Agriculture Growth Corridor of Tanzania
SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
SO	Strategic Objective
TAMP	Transboundary Agro-ecosystem Management Programme for the Kagera River Basin
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TIC	Tanzania Investment Centre
TDV	Tanzania Development Vision 2025
TRA	Tanzania Revenue Authority
TSMP	Tanzania Statistical Master Plan
UN	United Nations
UNCT	United Nations Country Team
UNDAP	United Nations Development Assistance Plan
USAID	US Agency for International Development
USDA-NASS	United States Department of Agriculture, National Agriculture Statistics Service
WB	World Bank

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1. Preamble

The United Republic of Tanzania is one of the eight United Nations (UN) “Delivering as One” pilot countries and the Food and Agriculture Organization (FAO) of the UN has been fully involved in shaping this coordinated UN development assistance since its inception in 2006. The FAO Country Programming Framework (CPF) for Tanzania is an integral part of the UN Development Assistance Plan (UNDAP) 2011 – 2015/16 while aligning FAO’s global strategic objectives with the Government of Tanzania’s priorities.

A central principle of the UNDAP is its alignment with key policy and strategies of the Government of Tanzania (GoT), notably the National and Zanzibar Strategy for Growth and Reduction of Poverty (*MKUKUTA II* and *MKUZA II* respectively) that have three main clusters: (i) Growth and Reduction in Income Poverty, (ii) Social Services and Well-being and (iii) Good Governance. The agricultural sector falls under the first cluster that focuses on strengthening the key drivers of inclusive pro-poor economic growth, including pro-poor sector policies, agro-productivity, environmental and climate change mitigation and adaptation strategies among others.

The CPF is closely aligned with other national strategies, such as the Agricultural Sector Development Strategy, *Kilimo Kwanza*¹, the Agricultural Transformation Initiative and the Southern Agriculture Growth Corridor (SAGCOT) initiative, and the Tanzania Agriculture and Food Security Investment Plan (TAFSIP), a ten year investment plan, that maps the investments needed to achieve the Comprehensive Africa Agriculture Development Programme (CAADP), targeting 6 percent annual growth in the agricultural GDP through allocation of 10 percent of the national budget to the agricultural sector. Furthermore the CPF responds the short term priorities for agricultural development set by the Government of Tanzania (GoT) under the Big-Results-Now Presidential (BRN) initiative.

The Government of Tanzania intends to use agricultural development as the main engine towards reaching middle level income status for the country by 2025. Tanzania CPF’s **three priority areas** and main expected results presented hereafter, align well with the GoT’s main priority:

A. Promoting agriculture as a profitable business

- Agriculture productivity increased in selected agricultural commodities
- Smallholder farmers and traders successfully engaged in marketing and commercialization of agricultural produce

B. Sustainable management of natural resources

- MDAs and LGAs have the required capacity for effective and efficient natural resources management (including Climate Smart Agriculture)

C. Agricultural development planning and sector investment support

- Availability and effective use of reliable, accurate and up-to-date agricultural statistics that reflect food and nutrition security situation
- Effective and efficiently coordinated agricultural sector development planning and sector investment support.

¹ Kilimo Kwanza = Agriculture First

These align with Goal 2, 3 and 5 of *MKUKUTA II / MKUZA II* and support achieving UNDAP outcomes 1 and 2 of the Economic Growth and outcome 2 of the Environment Growth UNDAP Programme Working Groups. Gender concerns form an integral part of the achievements aimed at in all three priority areas.

2. Introduction

FAO established offices in Tanzania early 1977 and has assisted the Government in its planning and implementation of agricultural policies, strategies and programmes aiming to improve food and nutrition security and the livelihoods of smallholder farmers who form the majority of the poor in the country, while increasing returns from the sector in support of national economic growth.

The Country Programming Framework is a tool used by FAO to define the medium-term response to the needs for assistance of member countries in pursuit of national development objectives, MDGs and other Internationally Agreed Development Goals (IADG) within FAO's Strategic Framework and regional priorities. The CPF takes a strategic results-based approach that builds on FAO's comparative strengths and partnerships at national and international levels to increase the impact and effectiveness of the Organization's support as well as to enhance resource mobilization opportunities. FAO's programme in Tanzania forms an integral part of the UN Development Assistance Plan (UNDAP) 2011 – 2015 (recently extended till mid 2016), which formed the basic framework for the elaboration of the CPF. The main challenges for agricultural development are therefore derived from the national development context as described in the UNDAP.

The CPF continues to situate FAO's assistance in the context of Tanzania's Growth and Reduction of Poverty strategies *MKUKUTA* and *MKUZA*, focussing on reducing income poverty, improving the quality of life and social well-being and good governance and accountability. As such it builds on the assistance provided and experiences gained with the implementation of FAO's National Medium-Term Priority Framework (NMTPF) 2007 – 2010, which supported six main key areas of cooperation: Capacity building; Applying and Sharing Knowledge; Policy Advice and Advocacy; Partnership Building; Resource Mobilization; and Assistance in Emergency and Rehabilitation contexts.

The CPF formulating process benefitted from existing analyses of the country context in general and of the agricultural sector in particular. Detailed analyses have been done in the formulation of *MKUKUTA* and *MKUZA*; CAADP Compact; TAFSIP; Kilimo Kwanza; ASDS and ASDP, not to mention the numerous sector and sub-sector policies. Besides, the formulation of the country's UNDAP 2011-2015/2016 also entailed a thorough analysis of Tanzania's development context and priorities by the UN Country Team (UNCT). There are also specific studies like the Zanzibar Food Security and Nutrition Situational Analysis and the IFPRI study on Agricultural Growth, Poverty, and Nutrition in Tanzania which also provide detailed analyses of the situation.

Selected key informants - representing various government ministries in Tanzania Mainland and Zanzibar, other UN Agencies and development partners as well as representatives of non-state actors in the agricultural sector- were invited to a first stakeholder meeting discuss critical areas where FAO's assistance would have a comparative advantage. This formed the basis for the preparation of the CPF Priority Matrix.

A broad stakeholder meeting reviewed and commented on the final draft CPF and endorsed its implementation within the general One UN framework as outlined in the UNDAF 2011-2015/16 agreed upon with the Government of Tanzania.

3. Situation Analysis

3.1 Demographic and Socio-Economic context

The 2010 Population Census places Tanzania's population at nearly 45 million² of which 1.3 million live on the island of Zanzibar. Around 40 percent of the population live below the poverty line of approximately US\$ 0.40 cents, ranking Tanzania among the world's poorest countries, currently ranking 151 of 185 countries in terms of human development.

The ongoing economic growth has not been able to generate adequate employment and income opportunities to absorb the growing labour force, and reduce the proportion of unemployed and underemployed. The rural labour market is characterized by poor working conditions, low wages, limited access to social protection (90 percent of the population has no protection in cases of livelihood shocks or severe deprivation) and weak enforcement of labour standards. Institutions are undeveloped, further compounding inefficiencies and service gaps. About 36 percent of those employed live below the national poverty line, which indicates low productivity and considerable decent work deficits such as underemployment and working poverty. The unemployment rate is higher among youth and women, 14.9 percent and 12.6 percent respectively in 2006. Moreover, off-farm employment is rising in the poorly paid informal sector and rural private sector and community

AGRICULTURE is important to the economy in Tanzania and provides 30 percent of GDP, 80 percent of employment and contributes 85 percent of export earnings annually – with a mix of plantation and smallholder crops - coffee, pyrethrum, sisal, cotton, etc. The majority smallholders grow food crops for domestic consumption, with surpluses feeding the towns. Growth in agriculture has risen of the order 6 - 7 percent annually in recent years – encouraging – but this is significantly under-potential. About 40 percent of those employed live below the national poverty line, which indicates low productivity and considerable decent work deficits such as underemployment and working poverty. The unemployment rate is higher among youth and women, 14.9 percent and 12.6 percent respectively in 2006.

The majority of agro-producers remain poorly informed of opportunities in regional and/or international markets. Other constraints to agro-production are typical of those across much of Africa – antiquated technologies, inadequate supplies of inputs for production, isolated rural communities with limited access to infrastructure, lack of organization, etc., and, crucially, unfavourable legal and political frameworks with which to promote investment and the role of the private sector. Public services continue in decline in Tanzania.

² Mainland 44,928,923 and Zanzibar 1,303,569

Table 1: Decomposition of agricultural sector as a percent share of the nominal National GDP

Sub-sectors	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Crops	69.5	69.8	70.7	72.0	72.2	70.6	69.8	70.0	70.5	70.6	69.9
Livestock	16.3	16.5	15.9	15.4	15.5	17.1	17.5	17.4	17.5	15.5	15.0
Forestry & hunting	8.6	8.3	7.9	7.5	7.5	7.5	7.8	7.7	7.6	8.5	9.5
Fishing	5.7	5.5	5.5	5.1	4.8	4.9	4.9	4.9	4.4	5.4	5.6
Agricultural GDP (%)	33.1	32.6	32.2	32.2	33.0	31.5	30.1	29.6	29.4	28.4	27.8

Source: URT Economic Survey

Crop production in Tanzania is mainly rain-fed and dominated by smallholder farmers, cultivating farms with an average size of 0.9 to 3.0 hectares. Main staple foods in Tanzania are maize, rice, banana and cassava. Close to three quarters of the crop area is cultivated by hand hoe; the remainder is cultivated by ox plough (20 percent) and tractor (10 percent). Agricultural labour and land productivity are decreasing mainly due to the use of poor technology and heavy dependence on unreliable and irregular weather conditions. Furthermore, farmers continue to suffer high post-harvest losses through disease and pest infestations and deterioration due to lack of processing and storage facilities. The low rural sector productivity is further compounded by inadequate infrastructure investment; poor access to farm-inputs; inadequate extension and credit services; inadequate application of modern technology; inadequate trade and marketing support and unsustainable use of natural resources.

Livestock production ranks the second within the agricultural sector in terms of its contribution to GDP. 2010 official statistics³ estimate that there are 19.2 million cattle, 13.7 million goats, 3.6 million sheep, 1.9 million pigs, and 58 million chickens (35 million indigenous poultry and 23 million improved chickens (7 million layers and 16 million broilers). Tanzania has the third largest number of livestock in Sub Saharan Africa. However, the subsector contributes less than its potential as an important source of economic growth and nutrition.

About 40 percent of the 4 million agricultural households in Tanzania are involved in livestock production. The sector contributes about 46 percent of the agriculture GDP to the national economy. The presence of trade sensitive diseases such as foot-and-mouth disease (FMD), contagious bovine pleuropneumonia (CBPP), peste des petit ruminants (PPR), African swine fever (ASF) and Newcastle disease (ND), limits access to the international livestock markets. Hides and skins are the main export livestock products. In 2009/2010 fiscal year hides and skins exports earned about US\$ 5 million. (LTPP, 2012)

Export and value adding activities in this subsector are constrained by a number of factors including:

- i. Inadequate transportation and communication infrastructure;
- ii. High costs of processing high electricity and transportation charges;
- iii. Rudimentary technology at butcher slabs and abattoirs resulting into most of the raw hides/ skins collected being of low grade and;
- iv. High competition from imported leather products.

³ Ministry of Livestock and Fisheries Budget 2010/2011 Budget Speech

Fishery production - Tanzania mainland is estimated to have 4,000,000 people engaged directly and indirectly in fishing and aquaculture industry. The current fish production is estimated at 350,000 metric tons per year, while the exploitative potential is estimated at 1,000,000 metric tons. The recently introduced seaweed farming employs over 3,000 people, 70 percent being women. In 2008, Tanzania exported 5,000 metric tons of dry unprocessed seaweed. Modern freshwater aquaculture in Tanzania was introduced in 1949. However, the majority of established aquaculture farms collapsed due to lack of extension services and unavailability of fingerlings.

Fishery sub sector contributes about 7.1 percent of the Zanzibar national GDP and provides direct employment to about 34,571 fisher-men; 23,654 seaweed farmers and 2,141 middlemen. Seaweed farming is a potential alternative source of income for resource poor coastal communities of Zanzibar. There are about 85 (71 in Pemba and 14 in Unguja) organized groups involved in seaweed farming; providing direct employment to youths and women. About 90 percent of the seaweed group members are women.

The major challenges constraining optimal development of the fishery and aquaculture industry include:

- i. Insufficient extension services;
- ii. Inadequate knowledge and skills by farmers to practice commercial fishery farming;
- iii. Insufficient seeds and feeds for aquaculture practices;
- iv. Inadequate capital investment
- v. Lack of credit facilities suitable for the fishery industry and;
- vi. Inadequate access to market, and market information

Despite these constraints, Tanzania has a significant potential for commercialization of both the livestock and fisheries subsectors, driven by increasing demand in urban areas, expanding tourism industry, and globalization.

NATURAL RESOURCES AND CLIMATE CHANGE - Tanzania's population is highly dependent on the environment and natural resources for livelihoods and quality of life. Unsustainable harvesting of natural resources, water source encroachment and unchecked cultivation coupled with detrimental effects of global climate change pose increasing challenges to agricultural development. Conflicting natural resources' needs have already been the origin of clashes. Climate change effects are increasingly evident: flooding, droughts and environmental degradation are more severe; high temperatures are disturbing cropping patterns whilst rising sea levels are having detrimental consequences in coastal cities and communities. The effect is likely to be more acute to vulnerable groups and those operating in fragile ecosystems such as the pastoralists.

Forests and woodlands play an important role in the livelihood of rural and urban populations in Tanzania as approximately 90 percent of the population depends directly on bio-energy for heating and cooking. Timber provides a vital source of revenue for rural communities, traders, saw-millers and exporters, and wide range of non-timber forest products are used for both subsistence and cash purposes. It is estimated that forests provide water catchments for over 80 percent of Tanzania's water supplies, which accounts for over 60 percent of Tanzania's generated electricity through hydro-power. Despite the importance of the forest resources, challenges like inadequate forestry extension services, inefficient wood-based industries and poor infrastructural facilities, lack of stakeholders participation, outdated legislation, fragmented administration and outdated or non-existing management plans hamper the development of the sector. In addition, unsustainable harvesting of natural resources, water source encroachment and unchecked cultivation coupled with detrimental effects of global climate change pose increasing challenges to agricultural development.

The combination of environmental degradation and climate change effects poses a serious threat to farmers and livestock keepers. Efforts will need to be directed at building the capacity of government and local communities to address this challenge. Within the ASDP/ASP the issue of early warning and emergency preparedness has not been fully integrated and the country still has inadequate physical, human, institutional, and financial capacities to deal effectively with the impacts of climate change. This capacity gap hampers adequate crisis prevention, preparedness response and effective action during emergencies.

FOOD INSECURITY AND MALNUTRITION - Tanzania has recorded an overall agricultural sector growth in the recent past and is considered self sufficient in staple foods at national level, producing 111 percent of its staple food needs. However, this growth did not lead to any significant reduction in household income poverty or improvement in nutritional status.

The poverty rates for Tanzania **Mainland** reduced by 5.1 percent from 33.3 percent in 2007 to 28.2 percent in 2012⁴. The reduction in poverty level in rural areas, where 85 percent of the population lives, dropped by 4.1 percent (from 37.4 to 33.3 percent) during the same period. Similarly, levels of malnutrition in the country remained high. The share of people with insufficient diet diversity fell from 25.1 percent in 2008/09 to 18 percent in 2010-11⁵, while stunting remained unchanged at 42 percent of the children under the age of 5 years⁶. These observations suggest that the recorded rise in farm and national income had little effect on household's ability to access food, ability to acquire food or both.

Despite generally being considered staple food self-sufficient, almost half of the 30 regions experienced food insecurity and shortages during the past 5 to 7 years due to extreme weather conditions. The Ministry of Agriculture, Food Security and Cooperatives' (MAFC) classification stipulates that there is a food surplus when an area has a food self-sufficiency ratio of above 120; in 2008-09, only seven regions⁷ met this target.

Zanzibar imports an estimated 41 percent of its annual food requirements, a situation that is exacerbated by the tourism industry that increases demands for fresh fruits, vegetables, fisheries and livestock products. It is estimated that currently about 80 percent of fresh vegetables and 20 percent of fresh fruits consumed in this market segment is imported.

Zanzibar's agriculture sector is dominated by small-scale subsistence farming. The sector shows low productivity of land, labour and other inputs due to inadequate market infrastructure, limited availability of finance, inadequate provision of agricultural support services, lack of appropriate technologies and gender insensitive agricultural planning contribute. Poor crop quality management, lack of experience in value addition and branding, weak entrepreneurial skills and poor post-harvest and handling technology further contribute to the poor quality of agricultural products, making it difficult for smallholders to capitalize on the opportunities provided by the growing local and export markets.

Overall, Tanzania's food security situation appears to be improving. But food security gains do not match national economic gains. Poor farming households need better support to improve their livelihoods through increased access to credit and training so that they can increase their yields and improve their incomes. Besides, small farmers reliant on subsistence agricultural production should be trained to cultivate a more diverse and nutritionally rich selection of crops. The CPF answers these needs.

⁴ 2012 Household Budget Survey, Tanzanian National Bureau of Statistics (NBS)

⁵ 2012 Comprehensive Food Security & Vulnerability Analysis (CFSVA) of Tanzania, WFP

⁶ 2010 Tanzanian Demographic and Health Survey (TDHS), NBS

⁷ **Food surplus regions:** Iringa, Kagera, Kigoma, Mbeya, Mtwara, Ruvuma, and Rukwa

AGRIBUSINESS AND REGIONAL INTEGRATION – Market requirements for agricultural commodities are constantly changing and agro-value chain actors in Tanzania need to keep up-to-date with the dynamics of sub-regional and regional markets. The government is supporting agribusiness by putting in place strategies and policies that are conducive to attracting private sector investment for agro-processing and value addition. The East African Community market shows a growing demand for locally produced food crops providing Tanzanian agri-producers and businesses with new market opportunities. Being rich in resources, centrally-located and with immediate access to the Indian Ocean, Tanzania has considerable geo-political potential to become in the long term the agro-industrial hub of the sub-region.

Agro-business actors in Tanzania face a number of challenges hindering development of the industry. Weak technical capacity for production and value addition, lack of compliance with market requirements with regard to the stability of the quantity and quality of the supplies, inadequate experience in honouring collaborative and contractual arrangements inherent to commercial farming, and high risks involved in agribusiness investments, all hamper access to domestic and export markets. This situation is further compounded by lack of or poorly functioning support services (infrastructures, energy, agric -finance, extension) and ineffective or poorly implemented governing rules (standards, laws, regulations)

The role of the private sector has been well recognized by government with the recent adoption of three major strategic programmes: the Agricultural Sector Development Strategy (ASDS) – aiming to support a shift of the majority of the agro-producers from subsistence to commercial production before 2020; Long-Term Perspective Plan (LTPP) – supporting *Industrial growth and Export*; and Vision 2025 intended to move the country from ‘developing’ to ‘industrializing’ status.

During the past four years FAO has provided technical support to small scale agribusiness entrepreneurs, through its Southern Highlands Food Security (SHFS) programme, courtesy of German funding >US\$5M. The support focused on assisting the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) initiative, boosting agro-production industries along the Dar es Salaam to Mbeya corridor, and linking north Central Africa with the Indian Ocean. Efforts were made to link farmers with other value chain actors e.g. traders and agro-food processors to allow them to benefit from any value addition efforts. Furthermore, through the recently established collaborative agreement with the Rabobank/NMB Foundation, FAO is now looking into ways to enhance access to agric financing, concentrating on building farmers’ financial literacy to become more credit-worthy and linking producers to agribusinesses to access the market.

The CPF will build on these experiences and will continue to explore opportunities for further private sector investment. During the coming years FAO will further facilitate producers and formal agribusinesses to capitalize on market opportunities in the existing regional communities such as the Southern African Development Community (SADC) and East Africa Community (EAC) of which Tanzania has been a long serving member.

3.2 Agricultural policies

The Long Term Perspective Plan (LTPP) launched in June 2012 is considered an important vehicle for implementing the Tanzania Development Vision 2025 (TDV). The LTPP is expected to support Tanzania in becoming a Middle-Level-Income country by 2025, achieving this socio- economic transformation in three strategic Five-Year-Development plans, namely:

- 2011/'12 – 2015/16 : Unleashing the Growth Potential
- 2016/'17 – 2020/'21: Nurturing an Industrial Economy, and
- 2021/'22 – 2025/'26: realizing Competitiveness-led Export Growth

One of the goals of TDV 2025 is to transform Tanzania into a “diversified and semi-industrialized economy”. This sectoral transformation, coupled with the 8 percent GDP growth target, implies a drastic change in the growth path, especially in the agricultural and manufacturing sectors.

The Tanzania LTPP 2011/12 – 2025/26 builds on the medium term development goals as expressed in the second generation of the MKUKUTA II and MKUZA II which sets specific goals and operational targets for three main clusters: i) Growth and Reduction in Income Poverty; ii) Social Services and Well-being; and iii) Good Governance. The Agricultural Sector is addressed under the first Cluster.

A more comprehensive blue print for advancing this sector is provided in the Agricultural Sector Development Strategy (ASDS), which specifies how the sector will achieve MKUKUTA and MKUZA targets. The ASDS strategic objectives include i) creating an enabling and favourable environment for improved productivity and profitability in the agricultural sector, and ii) increasing farm income to reduce income poverty and ensure household food security. It identifies the following five strategic priority areas:

- Strengthening the institutional framework to facilitate partnership and coordination in developing the agricultural sector;
- Creating a favourable environment for commercial activities;
- Public and private partnership in improving agricultural support services;
- Strengthening marketing efficiency for agricultural inputs and products; and
- Mainstreaming agriculture in the decentralized planning process under the Local Government Authorities (LGAs)

These are further elaborated in the Agricultural Sector Development Programme and on-going interventions that complement the ASDP, like *Kilimo Kwanza*⁸, the Agricultural Transformation Initiative (ATI) and the Southern Agriculture Growth Corridor of Tanzania (SAGCOT). The Tanzania Agriculture and Food Security Investment Plan (TAFSIP), a ten year investment plan, maps the investments needed to achieve the Comprehensive Africa Agriculture Development Programme (CAADP), targeting 6 percent annual growth in the agricultural GDP through allocation of 10 percent of the national budget to the agricultural sector (currently at around 6 percent). In order to speed up implementation of the agricultural sector development plans the Government embarked on a *Big Results Now* (BRN) process the first half of 2013, setting priorities for selected crops (rice, maize and sugar) expecting to boost agricultural growth.

Child labour is captured in the MKUKUTA indicators and in the National Action Plan for the Elimination of Child Labour (NAPECL), covering children in the fishing industry, commercial and agriculture. The NAPECL also contains an objective and action on vocational skills training in agriculture for children aged 16+ that is particularly relevant to the promotion of decent rural youth employment.

Challenges facing the agriculture sector in Tanzania remain more of a policy and regulatory nature which include the following to name a few,

- Sector-related policies pre-date the ASDS, for example: the Land Policy needs to be reviewed and updated to accommodate new challenges and opportunities;

⁸ *Kilimo Kwanza* = agriculture first

- Linkages between various sector-related policies like the National Agricultural Policy, the Livestock Policy and the Agricultural Marketing Policy are weak, which hampers the implementation of a sector-wide (AgSWAP) approach;
- The legal and regulatory framework for agricultural trade and marketing entail little incentives for private investment; and lastly
- The implementation of the numerous policies and strategies requires greater coordination at various levels.

3.3 Major stakeholders

The implementation of this CPF will involve different stakeholders depending on their roles and responsibilities. The Government at the ministerial level will take up coordination with the Ministry of Agriculture, Food Security and Cooperatives (MAFC) taking the lead over other Agricultural Sector Line Ministries (ASLMs)⁹.

FAO will also collaborate with the Local Government Authorities (LGA) at the district level, being most directly involved in the actual implementation of FAO's field programme. Service providers, such as advisory/extension services, providers of finances for agricultural production and processing and research and development institutions will support the programme beneficiaries in accessing the required services.

Based on the specific results expected, FAO will seek active collaboration with government agencies and institutions like: the National Bureau of Statistics (NBS), the Tanzania Investment Centre (TIC), the Tanzania Revenue Authority (TRA), the Board of External Trade (BET) and other relevant institutions and programmes. Private sector involvement, be they smallholder farmers, livestock keepers, foresters, fishing communities or formal private companies engaged in the subsectors, will be encouraged to drive and own the implementation of the development interventions in view of achieving sustainability of the results.

FAO will continue to work in partnership with other UN agencies under the One UN initiative, implementing the UNDAP (2011-2016) to which this CPF aligns.

4. FAO's Comparative Advantages

FAO's work in Tanzania has been an integral part of the One UN initiative first through the *Delivery as One* process that started in 2006, followed by the *One UN Development Assistance Plan (UNDAP) 2011-2015/16*. Further details of FAO's support were outlined in its **Tanzania National Medium-Term Priority Framework (NMTPF)**, covering the 2006 – 2010 period. The current CPF builds on the NMTPF and aligns FAO's country level work with the Organization's global priorities and Strategic and Functional Objectives 2010 to 2019 and this in the context of the **United Nations Development Assistance Plan 2011-2015/16 (UNDAP)**, supporting the Government of the United Republic of Tanzania in achieving its Vision 2025 and Vision 2020 (Zanzibar) and related poverty reduction strategies.

The current CPF builds on FAO's earlier work in Tanzania implemented through the following programmes:

⁹ The main ASLMs being: Ministry of Livestock and Fisheries Development (MLFD), Ministry of Natural Resources and Tourism (MNRT), Ministry of Industry and Trade (MIT)

- **NAFORMA**¹⁰ that supported the Ministry of Natural Resources and Tourism (MNRT) in assessing available forestry resources and setting up a National Forestry Programme that supports sustainable management of the forest resources in the country;
- **SHFS**¹¹ which linked farmers with other value chain actors e.g. traders and agro-food processors to allow them to benefit from any value addition efforts. The programme was set up to assist the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) initiative, boosting agro-production industries along the Dar es Salaam to Mbeya corridor (south-western part of the country);
- **Kagera TAMP**¹², which focused on mainstreaming Sustainable Land Management (SLM) practices into District and ultimately national policy and planning processes, improve land tenure security and monitor the application of conflict resolution measures notably for the protection of water catchment areas and controlled grazing of livestock
- **GIAHS**¹³ that supported Maasai pastoralists in diversifying their income and adapting to the effects of climate change by improving water catchment allowing cattle to stay longer in a particular grazing area, allowing other grazing areas to regenerate;
- **Farmer Field Schools** (FFS) which supported soil conservation and improvement through the introduction of Conservation Agriculture techniques and contouring in addition to training in other productivity enhancing skills like Integrated Pest and Production Management (IIPM) and the production of disease free planting materials, notably for cassava and banana;
- **TANLITS**¹⁴ that supported the Ministry of Livestock and Fisheries Development (MLFD) to develop, customize and operationalise a computerized central database called Livestock Identification and Traceability System which helps the country in meeting international requirements on sanitary and phytosanitary standards allowing to effectively participate in international trade.

Furthermore as part of (sub-) regional or global programmes, the Representation:

- Supported a series of **training of trainers** courses:
 - on food hygiene and quality assurance covering the meat, cashew, maize and tomato value chains under project on *'Improving food safety management in Tanzania'*;
 - on *animal diseases and zoonosis* and it expects to provide technical assistance on more general veterinary laboratory issues such as quality management, building public-private partnership to ensure sustainability of veterinary laboratories;
- Reinforced **national capacity** in:
 - *Agricultural statistical data collection* Hereto FAO partnered with the National Statistics Service (NASS) of the US Department of Agriculture (USDA) and the African Development Bank (AfDB), with FAO being responsible for technical assistance towards the preparation of a *National Agricultural Statistics Strategic Plan (ASSP)*, as integral part of the overall Tanzania Statistical Master Plan (TSMP); USDA-NASS being responsible for developing a pilot annual agricultural survey and AfDB reinforcing overall statistics capacities further. FAO's *CountrySTAT* project reinforced this work enhancing the accessibility to existing data;
 - *Monitoring and Analyzing Food and Agricultural Policies (MAFAP)*

¹⁰ NAFORMA, National Forestry Assessment and Monitoring programme

¹¹ SHFS, Southern Highlands Food Security programme

¹² TAMP, Transboundary Agro-ecosystem Management Programme for the Kagera River Basin

¹³ GIAHS, Global Important Agricultural Heritage Systems

¹⁴ TANLITS, Tanzania Livestock Identification and Traceability System

- Supported the country over the last ten years in **agricultural sector investment planning**, implementation and evaluation, particularly in the context of the ASDP I. To facilitate the mobilization of investments in Food Security, Nutrition, Agriculture and Rural Development (FSNARD), FAO assisted in the preparation of investment-related knowledge products, e.g. sector studies, public expenditure reviews, and policy dialogue activities, which reinforced the Comprehensive African Agriculture Development Program (CAADP) process, both pre and post Compact, including the preparation of a National Agriculture and Food Security Investment Plan (TAFSIP). It has also assisted the Government in preparing various investment projects in the field of agriculture, forestry and natural resources management, including regional projects such as the South West Indian Ocean Fisheries Project. FAO is currently providing support to the finalization of the ASDP II, and assisting GoT with integrating the Big Results Now approach therein.

The Tanzania Country Programming Framework builds on these experiences and comparative advantages. Apart from the aforementioned country-specific know-how, FAO has extensive experience in strengthening various forms of farmer organisations and the institutional arrangements and services needed to improve the marketing of agricultural commodities. The Organization is also quickly building its expertise in integrating Decent Rural –youth- Employment and Child Labour Prevention concerns into agricultural development planning and in promoting Responsible Direct Investment. Moreover, Gender and Governance are integrated wherever possible as cross-cutting themes.

Lastly, FAO is perceived as a neutral broker among development partners supporting agricultural development as it provides technical rather than financial assistance to member countries. This allows FAO to play a coordinating and leadership role in government-donor negotiations and in steering sector development in member countries.

5. Programming for results

Keeping in mind the overall UNDAF framework and given the above described Situation Analysis (Chapter 3), FAO's Comparative Analysis (Chapter 4) and discussions held with in-country stakeholders during the CPF preparation process (Chapter 2), the FAO Representation team decided to focus the Tanzania Country Programming Framework around three priority areas:

- A. Promoting agriculture as a profitable business**
- B. Sustainable management of natural resources**
- C. Agricultural development planning and sector investment support**

Annex 1 presents full details of the CPF priorities, outcomes and outputs as well as how the expected results relate to the priorities of the Government of Tanzania, FAO's corporate priorities and reflect FAO's contribution to the UNDAF 2011 – 2015/16.

- **Priority Area A: Promoting agriculture as a profitable business** through increased productivity of priority commodities and value chains. This includes promotion of nutrition and decent rural employment concerns with special attention to youth and women.

Work undertaken in the framework of this Priority Area will support the Government of Tanzania in its efforts to use agricultural growth as the main driver towards reducing poverty and reaching middle-income level status by 2025. Furthermore, the expected outcomes will advance the implementation of the Government's *Big Results Now* (BRN) initiative, which

aims to increase agricultural production and productivity by linking smallholder farmers to commercially led larger scale enterprises, focussing in a first instance on rice, maize and sugar cane production.

The CPF aims to promote the use of Good Agricultural Practices (GAP), focussing on value chain development of selected commodities and giving due attention to decent rural employment criteria for rural youth and women farmers. This is expected to contribute to the development of a business environment conducive to profitable engagement by all agricultural value chain actors, facilitating the commercialisation of smallholder agriculture.

Poor integration of smallholder farmers into both the domestic and export markets and lacking agricultural market information systems are underlying factors for the prevailing low motivation to improve production. The field programme is expected to strengthen the country's management of plant, fish and animal health issues, to enforce food safety controls and maintain the required food quality standards. The marketability of the produce will be further enhanced through training in grading, standardization, branding, and packaging, allowing Tanzania to take full benefit of its central position in East African trade dynamics.

Priority Area A will be achieved through outcomes A1 and A2 and their respectively outputs;

- **OUTCOME A1: Agricultural productivity increased** in selected agricultural commodities¹⁵.
 - **Output A1.1** - Good Agricultural Practises (GAP) codes and standards¹⁶ are available;
 - **Output A1.2** - Capacity of extension delivery systems to provide up-to-date and demand-driven services improved;
 - **Output A1.3** - Actors in priority agriculture value chains have improved capacity to apply decent work standards¹⁷;
 - **Output A1.4** - Cross-cutting issues¹⁸ are incorporated into the agricultural support services.

- **OUTCOME A2 Smallholder farmers and traders successfully engaged in marketing and commercialization of agricultural produce**
 - **Output A2.1** - Capacity of MDAs improved to promote entrepreneurship skills of smallholder farmers and traders (including youth and women);
 - **Output A2.2** - Agribusiness service providers¹⁹ have improved capacity to offer services / products for value addition in selected value chains, based on smallholder farmers needs, incl. women & young farmers;
 - **Output A2.3** - Effective partnerships²⁰ are built between smallholder farmer associations, traders, financial institutions, agro-processors and wholesale/ retail traders²¹.

¹⁵ Crops are selected based on priorities given by the UNDAP and BRN priority value chains: maize, rice, sugar, cassava, sorghum, horticulture and livestock.

¹⁶ Including internationally agreed upon food quality safety and labour standards and gender-sensitive approaches, including Occupational Safety and Health (OSH) standards

¹⁷ Including prevention and reduction of child labour and the adoption of OSH.

¹⁸ Including nutrition, gender, child labour, climate change, inclusive finance, HIV/AIDS and environment

¹⁹ Agribusiness service providers comprise small, medium- and large-scale actors such as importers, wholesale distributors and retail suppliers of agricultural inputs, marketing of farm produce, transporters, processors and exporters of crops

²⁰ Effective partnerships include the principals of Responsible Agriculture Investments and fair trade

²¹ Including prevention and reduction of child labour as detailed in the Occupational, Safety and Health standards (OSH).

➤ **Priority Area B: Sustainable management of natural resources**, including climate change mitigation and adaptation

Unsustainable management of natural resources and environmental degradation are likely to negatively affect the lives of rural and urban populations whose livelihoods depend to a large degree on these increasingly scarce resources. Forests and woodlands play an important role in the livelihood of rural and urban populations in Tanzania as approximately 90 percent of the population depends directly on bio-energy for heating and cooking. Timber provides a vital source of revenue for rural communities, while it is estimated that forests provide water catchments for over 80 percent of Tanzania's water supplies, and accounts for over 60 percent of Tanzania's generated electricity through hydro-power. Despite the importance of the forest resources problems like deforestation, inadequate forestry extension services, inefficient wood based industries and poor infrastructural facilities hamper the development of the sector. Others like outdated legislation, fragmented administration, lack of participation of various stakeholders in the management of the resources and poor resource databases, outdated or non-existing management plans further impede efficient use of this valuable resource.

At the same time, climate change contributes to an increase in the occurrence of extreme weather events such as droughts and floods which pose a threat to food security in the country. Raising temperature levels are disturbing cropping patterns whilst rising sea levels are having detrimental consequences in coastal cities and communities. The effects of climate change will be more acute to vulnerable groups and those operating in fragile ecosystems such as the pastoralists. Sustainable management of natural resources becomes all the more critical where rising population numbers increase the pressure on the use of the already scarce natural resources.

The focus of the CPF will be to strengthen the capacity of MDAs and local communities to apply conservation practices in the use of land, forest and marine resources and to promote their sustainable use by local communities, including engaging them in alternative sustainable livelihoods to increase their resilience towards the adverse impacts of climate change. Furthermore efforts will also be made to promote the preparation of relevant policies and regulatory frameworks, and putting in place appropriate monitoring and governance structures to allow community participation in the management of natural resources.

The following outcomes are pursued under priority B: Sustainable management of natural resources

- **Outcome B1 Effective and efficient natural resources management** (including Climate Smart Agriculture).

Hereto the workplan expects to deliver the following outputs:

- **Output B1.1** - Capacity of Tanzania Forest Service Agency strengthened to 1) review and revise the National Forest Programme (NFP) and to 2) institutionalise NAFORMA as integral part of the revised NFP;
- **Output B1.2** - Capacity of Ministry of Livestock and Fisheries (Mainland and Zanzibar) improved to regulate unsustainable fishing practices;
- **Output B1.3** - Capacities of MDAs in Mainland and Zanzibar strengthened to promote alternative and sustainable livelihood options in aquaculture²²;
- **Output B1.4** - Natural resources management best practices (including climate smart agriculture) mainstreamed into agriculture policies and development plans²³;

²² Including fish and sea weed farming

- **Output B1.5** - Capacity of LGAs and CBOs in Kagera and Arusha regions strengthened to manage traditional agricultural biodiversity, knowledge systems and livelihoods²⁴.

➤ **Priority Area C: Agricultural development planning and sector investment support:** building national capacity for evidence-based planning, monitoring and evaluation of food and nutrition security/poverty reduction efforts

The availability of accurate statistical data is critical for the planning of agricultural development interventions and for assessing progress towards the attainment of development targets. Currently the country generates two different sets of data and information on the agricultural sector: baseline data is generated through the Agricultural Sample Census conducted every five years, supplemented with selected sample surveys, and routine data collection through the Living Standards Measurement Study Survey which provides data for the preparation of: Progress reports, Agricultural marketing information, Production, Import and Export, Weather, Crops and Livestock forecasts.

These data are generated by various institutions such as NBS/Office of Chief Government Statistician (OCGS), Tanzania Investment Centre (TIC), Agricultural Sector Line-Ministries (ASLMs), Bank of Tanzania (BoT), Tanzania Revenue Authority (TRA), Board of External Trade (BET) and other related institutions and projects. These institutions use different techniques of data capture and different monitoring frameworks which generate different and inconsistent data and information. This reduces reliability of data and information that has to be used for planning and improvement of agricultural activities.

The focus of the CPF will be on improving the coordination of sector-wide development planning and implementation by strengthening the capacity of ASLMs and LGAs to use evidence-based planning of agricultural and rural development policies, strategies and programmes. This will also include strengthening the national agricultural statistical data collection through the preparation of an Agricultural Statistics Strategic Plan (ASSP) forming an integrated part of the Tanzania Statistical Master Plan (TSMP). This will aid developing the national capacity to systematically collect, analyse and disseminate sex-disaggregated agricultural and livestock data, and to use such data to predict and effectively respond to food and nutrition emergencies, as well as to improve sector planning, and evaluate the effectiveness of sector policies and programs..

Actions under Priority area C focus on achieving two outcomes and a total of 3 outputs as listed hereafter:

- **OUTCOME C1** Availability and effective use of reliable, accurate and up-to-date agricultural statistics

Hereto the workplan expects to achieve the following outputs:

- **Output C1.1** - National capacity to systematically collect, collates, analyse and disseminate reliable sex and age disaggregated agricultural and livestock /fisheries data strengthened;
- **Output C1.2** National, District and local level capacity for predicting and effectively responding to food and nutrition security/emergencies strengthened

²³ Building on the experience of the FAO implemented Kagera TAMP project

²⁴ Building on the experience of the FAO implemented GIAHS project

- **OUTCOME C2:** Effective and efficiently coordinated agricultural sector development planning and sector investment support;
 - **Output C2.1** – Capacity of ASLMs to formulate evidence-based and harmonised agriculture and rural development programmes strengthened^{25 26}

6. Implementation arrangements and M&E

6.1 FAO internal monitoring and evaluation

Monitoring and evaluation constitute an integral part of all FAO programmes and follow current best practice as outlined in FAO guidelines. The M&E plan ensures accountability, transparency and monitoring progress and achievements of results against outcomes and related outputs. It is also instrumental in building the capacity of partners to monitor progress towards the achievement of planned objectives, to harmonise data collection systems and analysis tools and improve result disseminations.

In monitoring progress, the indicators formulated in the Results Matrix showing priority areas, together with their respective means of verification and coverage will be used to measure progress at the outcome/output level.

Monitoring and evaluation of key processes and selected outcome indicators will ensure that comprehensive monitoring information is available to facilitate informed decision making by field staff and for reporting purposes.

Specific outcome reviews will be undertaken during the life of the project to address strategic issues that may arise during the course of programme implementation. Specific outcome reviews may include more detailed reviews of potentially interesting outcome indicators for better understanding of obstacles and challenges.

6.2 Monitoring evaluation and reporting within the UNDP framework of operations

The CPF being implemented within the framework of the UNDP, will use the UNDP's monitoring and reporting mechanisms to ensure coherent monitoring of progress towards stated outputs and outcomes in line with *results based management* principles. Monitoring takes place based against the indicators and targets stated in the CPF Priority and Results matrix (Annex 1), while flexibility for revision are ensured through the well established semi-annual UNDP review process, jointly lead by the UN and the Government of Tanzania.

The UNDP a web-based monitoring platform allows agency focal points to input their planned activities against key actions and identify operational support requirements. The database links with national monitoring requirements. It provides quarterly disbursement

²⁵ Including rural, agricultural labour and employment data disaggregated by sex and age

²⁶ Including ASDP2, Big Results Now, transboundary strategies (e.g. on diseases and pests control, etc.)

projections by implementing partner as part of the national budgeting process captured in the Medium Term Expenditure Framework (MTEF) and the Aid Management Platform (AMP). This enhances aid predictability and effectively integrates external resources in the GoT budget and exchequer system, in line with UN commitments in JAST.

The implementation of the FAO Tanzania Country Programming Framework will provide a useful lessons learned on how to align the monitoring of FAO's corporate planning system to the One UN context in which the Organization operates. The UNDAP monitoring system is aligned with the Government of Tanzania planning cycle, running from 1 July till 30 June Adaptation Alignment, while the FAO planning cycle covers a biennium starting the 1st of January.

Besides UNDAP indicators and key milestones have been set based on the joint implementation of the programme, which may not completely reflect FAO's key areas of intervention.

For further details of the UNDAP Planning, monitoring and evaluation cycle kindly refer to Annex 5.

6.3 Resource Mobilisation

The CPF will be implemented in partnership as broad as is possible, and in alignment with the joint efforts of the Government of Tanzania and other development partners for enhanced coordination and aid effectiveness. The Government of Tanzania and FAO will seek effective collaboration and support from stakeholders to ensure successful implementation of the programme.

The UN areas of collaboration with GoT are adequately described in the UNDAP 2011 – 2015/16, which is also aligned with the National priorities as indicated in the Tanzania 2015 Development Vision. Fortunately the FAO priority areas under the CPF fall very well within the UNDAP key priority areas. It is therefore expected that funding of the activities will be through the TCP and UNDAP allocations, whereas the Government is expected to provide human resources for implementation of these activities.

The total resources required for the implementation of the CPF is estimated at 6,445, 000 USD. About 1,776,000 USD are available leaving a balance of 4,669,000 USD to be mobilized. A detail cost estimate is provided in annex 3. Table 1 indicates the main potential resource partners in the country and their priority areas.

By endorsing the 2014 – 2016 CPF, the Government of Tanzania is committed to provide collaboration to the fullest extent possible. With regard to available capacity and resources to facilitate, the achievement of the objectives and actions proposed in this document.

Table 2 - Resource partners and their priority areas in agriculture development assistance	
Resource partner	Priority areas relevant to FAO CPF in Tanzania
African Development Bank (AfDB)	Agriculture policy; business support services
Belgian cooperation	Food and nutrition security
Bill and Melinda Gate Foundation (BMGF)	Food and nutrition security, agriculture statistics, agriculture productivity
Canadian International Development Agency (CIDA)	Agriculture cooperatives, agriculture policy and management, Nutrition, Business Support Services & Institutions, Forestry policy, environmental and natural resources management,
Department for International Development (DFID) – UK	Land tenure policy
European Union (EU)	Agricultural development (Trade and Value chain development, quality and standards); food security and nutrition; land management and sustainable natural resource management; climate change adaptation; women empowerment; infrastructure development
Germany	Agri-business support, and value chain development
Global Environment Facility (GEF)	Sustainable natural resource management and Climate change adaptation/mitigation, environmental policy and management
IFAD	Rural financing and market linkages
Irish Aid	Research-Extension linkages; Food and nutrition security, agriculture development planning
Japan International Cooperation Agency (JICA)	Water/natural resources management, agriculture statistics
Korea International Cooperation Agency (KOICA)	Private sector development; fisheries and aquaculture development, Business Support Services & Institutions, Fisheries Research
MAFAP	Monitoring and Analyzing Food and Agricultural Policies
National Bank of Commerce (NBC) Ltd & The Barclays group	Rural financing and market linkages; youth incubator development programmes; private sector development
National Microfinance Bank (NMB) Ltd	Rural financing and market linkages
Norway	Sustainable natural resource management and Climate change adaptation/mitigation
Rabo Bank & NMB Foundation	Rural financing & entrepreneurships; Business support services
Swedish International Development Cooperation Agency (SIDA)	Agriculture development (market and value chain, rural youth and women employment), private sector development
Swiss Agency for Development Cooperation (SDC)	Youth employment in agriculture
US Agency for International Development (USAID)	Effective and efficient agricultural sector development planning and coordination
World Bank	Rural development, agriculture planning and policy development (Statistical Capacity Building), environmental policy and management, Trade Policy

Annexes

FAO Country Programming Framework Tanzania – Priority and Results matrix

CPF Priority Area A:	Promoting agriculture as a profitable business through increased productivity of priority commodities and value chains, including promotion of nutrition and decent rural employment with special attention to youth and women
FAO Organizational Outcomes: <i>SO2 – Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner;</i> <i>SO3 - Reduce rural poverty;</i> <i>SO4 – Enable more inclusive and efficient agricultural and food systems at local, national and international levels</i>	
National sector priority: NSGRP II Cluster I: Growth for Reduction of Income Poverty Goal 2: Reducing Income Poverty Through Promoting Inclusive, Sustainable, and Employment-Enhancing Growth and Development Goal 3: Ensuring Creation and Sustenance of Productive and Decent Employment, Especially for Women, Youth and People with Disabilities MKUZA II Cluster I: Economic Growth and Reduction of Income Poverty Goal 2: Promote Sustainable and Equitable Pro-poor and Broad-based Growth + Goal 3: Reduce Income Poverty and Attain Overall Food Security	
UNDAP Outcome: <i>ECONOMIC GROWTH Outcome 2: Local Government Authorities, agriculture support organizations and smallholder farmers increase agricultural productivity, access to markets and food security</i>	

CPF Priority Area A:	Promoting agriculture as a profitable business through increased productivity of priority commodities and value chains, including promotion of nutrition and decent rural employment with special attention to youth and women				
CPF Results	Indicator	Baseline	Targets	Means and source of verification	Assumptions
Outcome A1 (SO3/1) Agriculture productivity increased in selected agricultural commodities ²⁷	<ul style="list-style-type: none"> Agricultural production per hectare Number of farmer organisation members receiving affordable and quality services from their farmer organisation 	2012 yield of Agricultural production (T/ha) Mapping and survey to be conducted (before CPF implementation)	At least 3% increase by June 2016 500 more farmer organisation members by end of June 2016	Farmer organisation surveys, Farmer surveys Living Standards Measurement Survey FAOSTAT	<ul style="list-style-type: none"> GoT is committed to promoting policies that are conducive to private sector (incl. smallholder farmers) participation in the agricultural sector; Improving rural infrastructure continues to be priority to increase market access

²⁷ As indicated by the UNDAP and BRN priority value chains (maize, rice, sugar, cassava, sorghum, horticulture and livestock).

CPF Priority Area A:	Promoting agriculture as a profitable business through increased productivity of priority commodities and value chains, including promotion of nutrition and decent rural employment with special attention to youth and women				
CPF Results	Indicator	Baseline	Targets	Means and source of verification	Assumptions
Output A1.1 (SO2/2.2) Good Agricultural Practises (GAP), codes and standards ²⁸ are available ²⁹	Number of GAPs with international codes and standards, adapted to the Tanzanian context	2014: One GAP with international codes and standards available: Horticulture sector	Codes and standards adopted and applied for at least 3 additional priority ag commodities by June 2016	Reports from ASLMs and Board of External Trade Existing and adopted GAP materials	There is strong commitment from farmers, service providers and GoT to increase the volume & value of agricultural produce & exports, using international codes and standards
Output A1.2 (SO3/1.3) Capacity of extension delivery systems to provide up-to-date ³⁰ and demand-driven services is improved	<ul style="list-style-type: none"> • Number of operational Ward Agriculture Resource Centres • % of farmers receiving extension services • % of farmers using research results 	≤ 10 (TBD) TBD TBD	At least 15 by June 2016 20% increase, in the number of farmers in a district with an operational ward resource centre, receive extension services 50% of farmers contacted use research results	MAFC reports Irish extension mission report (baseline)	Availability of adequate financial resources

²⁸ Including food quality safety and standards and International Labour Standards (ILS), gender-sensitive approaches and practices (e.g. agricultural practices that contribute to reduce women's work load) adapted to local context and selected value chains, including Occupational Safety and Health (OSH)

²⁹ Initial focus will be on the following priority commodities: horticulture, rice, poultry and cassava

³⁰ i.e. ensuring strong links to Research

CPF Priority Area A:		Promoting agriculture as a profitable business through increased productivity of priority commodities and value chains, including promotion of nutrition and decent rural employment with special attention to youth and women			
CPF Results	Indicator	Baseline	Targets	Means and source of verification	Assumptions
Output A1.3 (SO3/2.2) Actors in priority Ag value chains have capacity to apply decent work standards ³¹	Number of agriculture value chains where decent work standards are set and applied	0	at least 3 by June 2016	ILO and MAFC/MLFD/MLE reports	GoT is committed to enforce International Labour Standards.
Output A1.4 (SO3/1.4) Cross-cutting issues ³² are incorporated into the agricultural support services ^{33, 34}	Number of cross-cutting issues incorporated into agricultural support services	<5	2 more cross-cutting issues by June 2016 All by June 2020	ASLMs progress reports on reviews of policies	The GoT honours agreed upon commitments of international conventions regarding cross-cutting issues and environment; The financial system should be keen to provide inclusive finance services
Outcome A2 (SO4/2) <i>Smallholder farmers and traders successfully engaged in marketing and commercialization of agricultural produce</i> ³⁵	<ul style="list-style-type: none"> • Average income of smallholders farmers • agricultural value added • Food Loss Index 	2013 values for each selected indicator	% increase for each selected indicator by June 2016	Living Standards Measurement Study Integrated Surveys on Agriculture FAOSTAT	Private sector support Appropriate policy and regulatory framework in place
Output A2.1 (SO4/2.3) Capacity of MDAs improved to promote entrepreneurship skills ³⁶ of smallholder farmers and traders (including youth and women)	Number of farmer groups ³⁷ engaged in building agri-business skills (disaggregated by sex of group members)	N (TBD)	15% increase by June 2016. Additional 30% increase by June 2020 (under the next UNDAP)	Annual agricultural sample survey	Collaboration with financial and training institutions is effective and government policies are conducive to promote rural agro-enterprise development Annual agricultural survey is integrated into ASDP 2

³¹ Including prevention and reduction of child labour; adoption of OSH; promotion of less vulnerable working arrangements, etc.

³² Including nutrition, gender, child labour, climate change, inclusive finance, HIV/AIDS and environment

³³ Meaning Research and Extension services, financial and market services delivered to farmers

³⁴ This may entail building capacities of local extension practitioners to meaningfully address these cross-cutting issues through targeted initiatives.

³⁵ Agribusiness capacities for smallholder farmers and for managers of agro-processing enterprises include technical, managerial and business planning

³⁶ Financial negotiation, marketing and organizational skills to form and/or formalize farmer groups (such as producers/traders associations, SACCAS, SACCOS), including appropriate land tenure knowledge

³⁷ Ideally differentiated by commodity, enterprise, microfinance, or other group criteria

CPF Priority Area A:	Promoting agriculture as a profitable business through increased productivity of priority commodities and value chains, including promotion of nutrition and decent rural employment with special attention to youth and women				
CPF Results	Indicator	Baseline	Targets	Means and source of verification	Assumptions
<p>Output A2.2 (SO2/2.3) Agribusiness service providers³⁸ have capacity to offer services / products for value addition in selected value chains, based on smallholder farmers needs, incl. women & young farmers</p>	<ul style="list-style-type: none"> • Level of farmer satisfaction with service delivery of private agribusiness providers • Measurement of knowledge retention and use of modern agribusiness services 	Results of first test to be conducted at the beginning of the CPF implementation	55% of agribusiness service providers passed the final test	Test results	There is an enabling business environment in the agricultural sector
<p>Output A2.3 (SO4/3.2) Effective partnerships³⁹ are built between smallholder farmer associations, traders, financial institutions, agro-processors and wholesale/retail traders</p>	<ul style="list-style-type: none"> • Number of partnerships formed among value chain actors within specific commodity value chains • Number of youth and women's organizations participating to this partnerships/networks 	<p>Mapping of existing number of partnerships</p> <p>Mapping of youth and woman's organisations</p>	<p>30% increase in the number of partnerships formed by June 2016</p> <p>X% increase in the number of youth and women's organizations participating to this partnerships/networks</p>	<p>Progress reports from ASLMs + financial institutions</p> <p>Annual agricultural sample survey</p>	<p>Strong collaboration with Private Sector, including producer's organizations, financial institutions and cooperatives.</p> <p>Annual agricultural survey is integrated into ASDP 2</p>

³⁸ Agribusiness service providers comprise small, medium- and large-scale actors who play critical roles in agriculture such as importers, wholesale distributors and retail suppliers of agricultural inputs, marketing of farm produce, transporters, processors and exporters of crop produces

³⁹ Effective partnerships include the principals of Responsible Agriculture Investments and fair trade

CPF Priority Area B:	Sustainable management of natural resources , including climate change mitigation and adaptation
FAO Organizational Outcomes: <i>SO2 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner</i>	
National sector priority: NSGRP II Cluster I: Growth and Reduction of Income poverty Goal 5 Leveraging Returns on National Resources (both within and outside) for Enhancing Growth and Benefits to the Country at Large and Communities in Particular, Especially in Rural Areas	
UNDAP Outcome: <i>ENVIRONMENT GROWTH Outcome 1: Key MDAs and LGAs integrate climate change adaptation and mitigation in their strategies and plans</i>	

CPF Priority Area B:	Sustainable management of natural resources , including climate change mitigation and adaptation				
CPF Results	Indicator	Baseline	Targets	Means and source of verification	Assumptions
Outcome B1 (SO2/2) <i>MDAs and LGAs have the required capacity for effective and efficient natural resources management (including Climate Smart Agriculture)</i>	<i>Extent to which environmental and social sustainability concerns have been integrated in agricultural development policies, strategies and implementation plans in the largest sense</i>	<i>Outdated and non-enforcement of policies, laws, management frameworks and institutions</i>	<i>Key policy gaps for sustainable NRM identified and related recommendations prepared by June 2016</i>	<i>MDA and LGA progress reports on policy development</i>	<i>MDAs are willing to strengthen and enforce policies, laws, and management in their ministries and departments</i>
Output B1.1 (SO2/2.2) Capacity of Tanzania Forest Service Agency to 1) review and revise the National Forest Programme (NFP) and to 2) institutionalise NAFORMA as integral part of the revised NFP strengthened	NFP reviewed, revised and endorsed	Draft NFP is available	NFP reviewed, revised and endorsed by June 2016	Progress reports Publication of revised National Forest Programme by 2015	Availability of NAFORMA data for revision Funding is available
Output B1.2 (SO2/2.2) Capacity of Ministry of Livestock and Fisheries (Mainland and Zanzibar) to regulate unsustainable fishing practices improved	Action Plan for regulating unsustainable fishing practices in place	No action plan	Action plan for regulating unsustainable fishing practices by June 2016	Progress reports by: MoLF - Zanzibar MoLFD Mainland	The government takes steps to strengthen the legal and regulatory framework

CPF Priority Area B:		Sustainable management of natural resources, including climate change mitigation and adaptation			
CPF Results	Indicator	Baseline	Targets	Means and source of verification	Assumptions
Output B1.3 (SO2/1.2) Capacities of MDAs in Mainland and Zanzibar strengthened to promote alternative and sustainable ⁴⁰ livelihood options ⁴¹ in aquaculture	Strategy for better management in aquaculture in Mainland and Zanzibar in place	No strategy available	Strategy available by June 2016	Zanzibar MoLF and/or Mainland MoLFD progress reports	The implementation of MKUZA2 and/or MKUKUTA2 will be on track
Output B1.4 (SO2/1.2) Natural resources management best practices (including climate smart agriculture) mainstreamed into district development plans ⁴²	Number of district development plans mainstreaming natural resources management best practices (including climate smart agriculture)	Number (via mapping) of district that include reference to sustainable NRM.	10% increase in the number of district that include reference to sustainable NRM by June 2016	Progress reports from ASLMs and districts	The government is committed and actively engaged in implementing the National Adaptation Plan of Action (NAPA)
Output B1.5 (SO2/2.3) Capacity of LGAs and CBOs in Kagera and Arusha regions strengthened to manage traditional agricultural biodiversity, knowledge systems and livelihoods ⁴³	<ul style="list-style-type: none"> Action plan for selected LGAs and CBOs in place Number of LGAs and CBOs trained in and capacitated 	<p>None</p> <p>Number (via mapping) of LGAs and CBOs trained in and capacitated</p>	<p>Action plan developed by June 2015</p> <p>10% increase in the number of LGAs and CBOs trained by June 2016</p>	LGAs Progress reports	Availability of resources

⁴⁰ Financial, environmental and social sustainability, including aspects of decent employment in small-scale fishing communities

⁴¹ Including fish and sea weed farming

⁴² Leveraging on the Kagera TAMP experience

⁴³ Leveraging on the GIAHS and Kagera TAMP experience

CPF Priority Area C:	Agricultural development planning and sector investment support: building national capacity for evidence-based planning, monitoring and evaluation of Food and Nutrition Security / poverty reduction efforts
FAO Organizational Outcomes: <i>SO1 – Contribute to the eradication of hunger, food insecurity and malnutrition, SO5 – Increase the resilience of livelihoods to threats and crises</i>	
National sector priority: NSGRP II: 5.2.2 Planning and Prioritisation of Key Interventions MKUZA II: 5.3 Harmonisation and Alignment of Key National Processes	
UNDAP Outcome: <i>ECONOMIC GROWTH Outcome 1: Key national institutions develop/enhance evidence-based pro-poor economic development policies and strategies</i>	

CPF Priority Area C:	Agricultural development planning and sector investment support: building national capacity for evidence-based planning, monitoring and evaluation of Food and Nutrition Security / poverty reduction efforts				
CPF Results	Indicator	Baseline	Targets	Means and source of verification	Assumptions
Outcome C1 (SO1/3) <i>Availability and effective use of accurate and up-to-date agricultural statistics that reflect food and nutrition security situation</i>	<ul style="list-style-type: none"> ASSP integrated in TSMP 	<i>TSMP in place</i>	<i>TSMP improved by accurately reflecting food and nutrition security situation</i>	<i>ASLMs, NBS, TFNC and OCGS reports</i> <i>Monthly WFP Food and nutrition security reports</i> <i>Food and nutrition security data base</i>	<i>There will be close cooperation with the NBS and the OCGS</i> <i>The government recognises the need for food and nutrition security monitoring tool</i>
Output C1.1 (SO1/3.2) National capacity strengthened to systematically collect, analyse and disseminate reliable agricultural data.	<ul style="list-style-type: none"> Agricultural Statistics Strategic Plan (ASSP) adopted as part of Tanzania Statistic Master Plan Agricultural data is disaggregated by Sex- and age 	Draft TSSP available	ASSP operational by 2015	Tanzania Statistical Master Plan Early-warning systems on outbreaks of livestock and crop diseases Progress reports Country STAT and other databases	Close collaboration between NBS and OCGS

CPF Priority Area C:		Agricultural development planning and sector investment support: building national capacity for evidence-based planning, monitoring and evaluation of Food and Nutrition Security / poverty reduction efforts			
CPF Results	Indicator	Baseline	Targets	Means and source of verification	Assumptions
<p>Output C1.2 (SO5/4.2)</p> <p>National, District and local level capacity for predicting and effectively responding to food and nutrition security/emergencies strengthened</p>	Number of districts with functioning early warning system	TBD	10% increase by June 2016	District Food and Nutrition Security Monitoring reports	Willingness and commitment of the districts/ LGAs authorities to support food and nutrition initiatives
<p>Outcome C2 (SO1/1)</p> <p><i>Effective and efficiently coordinated agricultural sector development planning and sector investment support</i></p>	<i>ASDP2 in place</i>	<i>ASDP 1 in place</i>	<i>ASDP2 in place by 2014</i>	<i>Minutes of meetings, ASLMs reports</i> <i>Coordination chapter in ASDP 2</i>	<i>Current ministerial structure will remain the same</i>
<p>Output C2.1 (SO1/1.1)</p> <p>Capacity of ASLMs to formulate evidence-based⁴⁴ and harmonised agriculture and rural development policies/programmes⁴⁵ strengthened</p>	ASDP2 in place Training programme in place for staff of ASLMs Policy and Planning Directorate	ASDS 1 and ASDP 1 in place No training programme for staff	ASDS 2 and ASDP 2 documents available by 2014 Training programme available by 2014	Policy documents ASDS 2 and ASDP 2 documents	The government is committed to using evidence-based information for policy decisions; and MKUKUTA II and MKUZA II remain the overarching policy framework

⁴⁴ Including rural, agricultural labour and employment data disaggregated by sex and age

⁴⁵ Including ASDP2, Big Results Now, transboundary strategies (e.g. on diseases and pests control, etc.)

Correspondence Matrix with Corporate Framework objectives and Regional outputs.

CPF Tanzania			Strategic Objectives	Regional Priorities
Priority	Outcome	Output	Organizational Output	Output
1. Promoting agriculture as a profitable business through increased productivity of priority commodities and value chains, including promotion of nutrition and decent rural employment with special attention to youth and women	1.1 Agriculture productivity increased in selected agricultural commodities	1.1.1 Good Agricultural Practices (GAP) codes, standards and regulations in Agriculture are available	2.2.2	1.1
		1.1.2 Capacity of extension delivery systems to provide up-to date and demand-driven services improved	3.1.3	1.2
		1.1.3 Capacity of stakeholders in priority agriculture value chains to apply decent work standards improved	3.2.2	1.2
		1.1.4 Cross-cutting issues (nutrition, gender, child labour, climate change, HIV/AIDS and environment) incorporated into research/ extension activities	3.1.4	4.1
	1.2 Smallholder farmers and traders successfully engaged in marketing and commercialization of agricultural produce	1.2.1 Capacity of MDAs to promote entrepreneurship skills to smallholder farmers/traders (including youth and women) improved	4.2.3	3.2
		1.2.2 Agribusiness service providers have improved capacity to offer appropriate services / products along the value chain.	2.2.3	3.2
		1.2.3 Partnerships to build sound linkages between smallholder farmers associations, traders, agro-processors and wholesale/retail markets facilitated.	4.3.2	3.3
2. Sustainable management of natural resources, including climate change mitigation and adaptation	2.1 Effective and efficient natural resources management (including Climate Smart Agriculture - CSA)	2.1.1 Capacity of Tanzania Forest Service Agency to 1) review and revise of the National Forest Programme (NFP) and to 2) institutionalise NAFORMA as integral part of the revised NFP strengthened	2.2.2	2.1
		2.1.2 Capacity of Zanzibar Ministry of Livestock and Fisheries to regulate unsustainable fishing practices improved	2.2.3	2.1
		2.1.3 Capacities of MDAs in Zanzibar to promote alternative and sustainable livelihood options in aquaculture strengthened	2.1.2	2.2
		2.1.4 Capacity of districts to promote climate smart agriculture enhanced.	2.1.3	4.2
		2.1.5 Capacity of LGAs and CBOs in Kagera and Arusha regions strengthened to manage traditional agricultural biodiversity, knowledge systems and livelihoods	2.2.3	2.2
3. Agricultural development planning: building national capacity for evidence-based planning, monitoring and evaluation of Food and Nutrition Security / poverty reduction efforts	3.1 Availability and effective use of accurate and up-to-date agricultural statistics that reflect food and nutrition security situation	3.1.1 National capacity strengthened to systematically collect, analyse and disseminate reliable agricultural data.	1.3.2	4.1
		3.1.2 National, District and local level capacity for predicting and effectively responding to food and nutrition security/emergencies strengthened	5.4.2	4.4
	3.2 Effectively coordinated agricultural sector development planning and sector investment support	3.2.1 Capacity of ASLMs to formulate evidence-based and harmonised agriculture and rural development policies/programmes strengthened	1.1.1	4.3

Budget

CPF Priority Area A: Promoting agriculture as a profitable business through increased productivity of priority commodities and value chains, including promotion of nutrition and decent rural employment with special attention to youth and women.			
CPF Outputs	Resources US \$		
	Resources required	Resources available	Resources to be mobilised
Output A1.1 (SO2/2.2): Good Agricultural Practises (GAP) codes and standards in agriculture are available	725,000	275,000	450,000
Output A1.2 (SO3/1.3): Capacity of extension delivery systems to provide up-to-date and demand-driven services is improved	300,000	19,000	281,000
Output A1.3 (SO3/2.2): Capacity of actors in priority agriculture value chains to apply decent work standards is improved	250,000	30,000	220,000
Output A1.4 (SO3/1.4): Cross-cutting issues are incorporated into the agricultural support services	450,000	0	450,000
Output A2.1 (SO4/2.3): Capacity of MDAs to promote entrepreneurship skills to smallholder farmers/traders (including youth and women) improved	250,000	0	250,000
Output A2.2 (SO2/2.3): Agribusiness service providers have improved capacity to offer appropriate services / products along the value chain, including services targeting rural women and youth's needs	350,000	0	350,000
Output A2.3 (SO4/3.2): Partnerships & sound linkages between smallholder farmers associations, traders, financial institutions, agro-processors and wholesale/retail markets are built	800,000	475,000 ⁴⁶	325,000 ⁴⁷
Sub-Total	3,125,000	799,000	2,326,000

⁴⁶ Contribution from the Rabo Bank

⁴⁷ Funding sources AGS and TCP

CPF Priority Area B: Sustainable management of natural resources, including climate change mitigation and adaptation			
CPF Outputs	Resources US \$		
	Resources required	Resources available	Resources to be mobilised
Output B1.1 (SO2/2.2): Capacity of Tanzania Forest Service Agency to 1) review and revise the National Forest Programme (NFP) and to 2) institutionalise NAFORMA as integral part of the revised NFP strengthened	NAFORMA is ending June 2014		
Output B1.2 (SO2/2.2): Capacity of Ministry of Livestock and Fisheries (mainland and/or Zanzibar) to regulate unsustainable fishing practices improved	320,000	127,000	193,000
Output B1.3 (SO2/1.2): Capacities of MDAs in Mainland and/or Zanzibar to promote alternative and sustainable livelihood options in aquaculture strengthened	400,000	328,000	72,000
Output B1.4 (SO2/1.2): Natural resources management best practices (including climate smart agriculture) mainstreamed into agriculture policies and development plans	500,000	295,000	205,000 ⁴⁸
Output B1.5 (SO2/2.3) Capacity of LGAs and CBOs in Kagera and Arusha regions strengthened to manage traditional agricultural biodiversity, knowledge systems and livelihoods	800,000	0	800,000
Sub-Total	2,020,000	750,000	1,270,000

⁴⁸ Possible funding source: 6th GEF cycle; collaboration with NRC, which prepares a Concept Note for GEF funding in follow-up to Kagera TAMP programme (NTE end '14)

CPF Priority Area C: Agricultural development planning and sector investment support: building national capacity for evidence-based planning, monitoring and evaluation of Food and Nutrition Security / poverty reduction efforts			
CPF Outputs	Resources US \$		
	Resources required	Resources available	Resources to be mobilised
Output C1.1 (SO1/3.2): National capacity strengthened to systematically collect, analyse and disseminate reliable agricultural data	400,000	0	400,000
Output C1.2 (SO5/4.2): National, District and local level capacity for predicting and effectively responding to food and nutrition security/emergencies strengthened	500,000	227,000 ⁴⁹	273,000
Output C2.1 (SO1/1.1): Capacity of ASLMs to formulate evidence-based and harmonised agriculture and rural development policies/programmes strengthened	150,000	0	150,000
Sub-Total	1,050,000	226,900	1,073,000
GRAND TOTAL	6,195,000	1,776,220	4,668,780

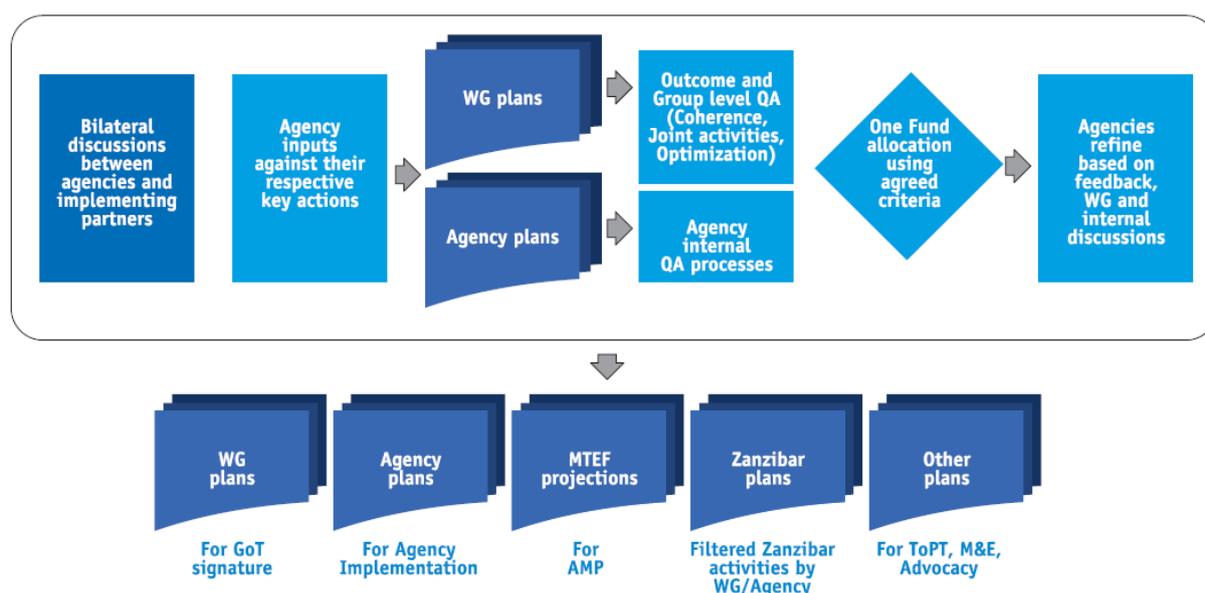
Budget summary

- Total resources required (US\$) = 6,195,000
- Total resources available (US\$) = 1,776,000 (28.6% of the total requirement)
- Resources to be mobilised (US\$) = 4,669,000 (71.4% of the total requirement)

⁴⁹ US\$ 183,000 from 2013/14 UNDAP budget, and US\$ 40,900 from the 2014/15 UNDAP budget

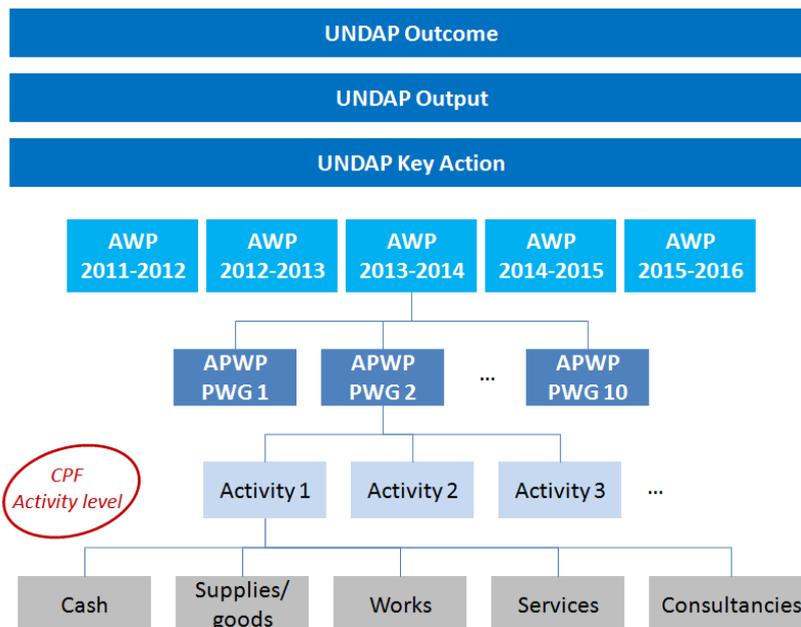
One UN Tanzania UNDAP planning process

Under the UNDAP monitoring framework, the UN develops **Annual Programme Working Plans** (APWPs) for each of the ten Programme Working Groups (PWGs) of the UNDAP; running from July to the following June in alignment with government's fiscal cycle enabling the UN to meaningfully participate in national and sub-national planning and review mechanisms.



Each PWG ensures compliance of the APWP against UNDAP key actions, coherence in planned activities by PUNs, due application of cross-cutting considerations and appropriate designation of staff responsible for implementation. To ensure accurate reporting against One Fund resources, APWPs defines the source of funds for each of the planned activities. To further enhance efficiency in implementation, joint activities will be pursued wherever feasible.

The APWPs adopt the **logic** presented below. The UNDAP outcomes, outputs and key actions are agreed and defined in the UNDAP planning matrices, and therefore only duly aligned activities, inputs, financial data and additional cross cutting considerations need to be considered. Each activity requires various inputs (Cash, Supply, Works, Services and Consultancies). Agencies are encouraged to reflect their planned inputs as accurately as possible; this will assist budget calculations and assist timely and effective mobilisation of procurement/human resource requirements, with potential for increased efficiencies across the UN system in Tanzania.

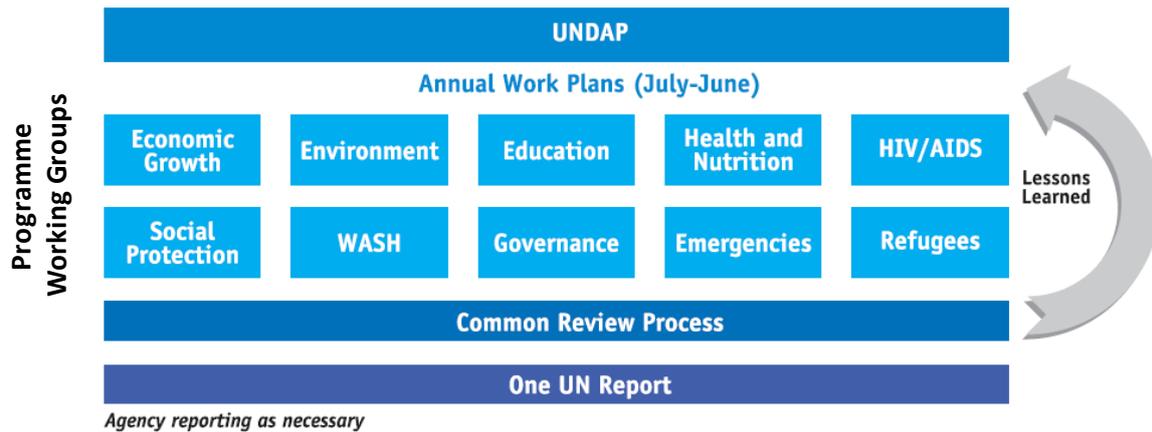


There is a common process for reviews against APWPs. The **Mid Year Review** in December/January reports progress on activities and annual targets ascribed in the UNDP M&E matrix, ensuring that annual targets are relevant and updated. Activity status is classified by the PM&E group, for example: progress as planned; change in strategy; activity dropped, delayed or yet to start. In order to keep the plan current, PWG is permitted to update their annual targets. Performance reports are available by PWG, Agency and for One Fund activities. Financial implementation achieved against planned activities from the basis for performance based allocations for the second half of the year from the One Fund to PUNs.

The **Annual Review** in June / July will report on progress made against outputs, financial expenditure, major achievements and constraints. PWGs are required to report against annual targets and the extent to which crosscutting issues were mainstreamed. PWGs are also requested to provide a narrative summarizing progress made against the desired outcomes. Additional opportunity for the recounting of unanticipated consequences - both positive and negative - is afforded to maximize lesson learning.

The PM&E group will then classify programme status against targets, for example: target met; target not met; achievement delayed; change in strategy required. Findings will form the basis of annual reports for the PWGs, individual agencies and the One Fund, as well as feed into evaluations.

An **UNDAP Annual Report** is produced, encompassing the entire range of UN interventions in Tanzania. The guidelines for this will draw on the relevant portions of the UNGD guidance on Standard Operational Format and Guidance for Reporting Progress on the UNDAF. Agency specific reporting, as required from their respective governing bodies, will be based on the UNDP annual report and reviews.



Findings from the Annual Review enable appropriate strategic, programmatic and operational adjustments, as required, for reflection in subsequent APWPs. Plans should demonstrate that lessons of the previous year have been learnt, the problem and causality analysis remains valid and, where appropriate, strategy and/or actions have been amended. This also includes the identification of additional support needs or revision of assumptions made. Thus, the UNDAP undergoes a systematic process of review and (where necessary) renewal to ensure that the UNDAP is updated and reflects UN's continued relevance in Tanzania.