



# Country Development Cooperation Strategy 2020 - 2025

## Acronym List

ADS	Automated Directives System
CDCS	Country Development Cooperation Strategy
CEFM	Child, Early, and Forced Marriage
CLA	Collaborating, Learning, and Adapting
COVID-19	Coronavirus Disease 2019
CSO	Civil Society Organization
CTIP	Counter-Trafficking in Persons
DO	Development Objective
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GOT	Government of Tanzania
FGM	Female Genital Mutilation
ICT	Information and Communications Technology
IR	Intermediate Result
LGA	Local Government Authorities
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersex
MEL	Monitoring, Evaluation, and Learning
NGO	Non-Governmental Organization
PAD	Project Appraisal Document
PMP	Performance Monitoring Plan
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
USG	United States Government
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene

## Executive Summary

The USAID/Tanzania CDCS has the twofold purpose of advancing America's strategic interests while improving the lives of Tanzanians while building a nation capable of progressing beyond its need for assistance. Through this strategy, USAID addresses national security priorities in the region including global health security concerns, improving the business environment to create opportunities for U.S. firms, combating wildlife trafficking and other forms of illicit trade, preventing violent extremism, and advancing regional and domestic stability. Tanzania has long been considered an isle of stability in the region, a country where social integration and peaceful transitions of power have prevailed since independence. Our work will focus on children and youth while building a solid foundation for developing skills that are fundamental for economic competitiveness, helping to prevent young people from becoming a destabilizing force within Tanzania or the region. By enabling private sector growth, we will help young Tanzanians increase productivity and raise their demand for American products and services , creating opportunities for U.S. business, and increasing two-way trade.

Ultimately, this strategy focuses on our competitive advantage: strengthening democratic principles of citizen-responsive governance, partnering with the private sector, and advancing social development indicators. USAID can play a pivotal role in developing a strong cadre of emerging youth leaders who promote and demand a participatory and citizen-centric model of governance. Through our long-term engagement with future leaders, we will empower youth to demand more transparency and accountability, and play a significant role in shaping the society and government to which they aspire.

In the mission's consultations with over 60 representatives of civil society, the private sector, and academia, it was clear that citizens' top priorities are better governance, a more robust economy (particularly employment), and quality and skill-based education. Together with these and other like-minded partners over the next five years, USAID commits to facilitating youth's role in advancing the country's long-term prosperity and journey to self-reliance. During this strategy, the population of Tanzania will grow by over 10 million individuals, putting pressure on social services, yet creating great economic potential if appropriately managed. USAID envisions a future where Tanzanian youth<sup>1</sup> thrive because they have adequate education, health care, nutrition, voice, and economic opportunity. In order to achieve our goal, USAID will focus on three development objectives (DO): (1) improve the foundational skills of children below age

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<sup>1</sup> Throughout this document, we use youth to interchangeably refer to both the broader population under the age of 35 and the subset of youth ages 15-35. The subset age limits are defined by the Government of Tanzania's definition of youth. When specifically referring to 0-15 year-olds, we say "Children." The most important takeaway is that USAID is focusing this strategy on a younger generation, differentiating the way we engage and provide services depending upon the needs of the individuals within that sub-sector.

15; (2) increase the empowerment, productivity, and engagement of Tanzanians from 15 to 35; and (3) strengthen the capacity of state and non-state actors to benefit future generations.

The evidence points to a need to invest in children for long-term prosperity,<sup>2</sup> and Development Objective (DO) 1 will build the foundational skills of children below the age of 15. Early investments in children's health, education, and well-being have benefits that compound throughout their lives and make society as a whole more prosperous. To achieve this, USAID will partner with Tanzanians to improve basic education, health care, and nutrition, and provide the safe and supportive environments necessary for Tanzania's youngest generation to develop into successful adolescents and adults.

USAID will also increase the empowerment, productivity, and engagement of Tanzanians aged 15-35. DO2 will build on and reinforce the strengths of young Tanzanians, providing them with the health and education services, pathways to economic opportunities, and civic and leadership skills they need to further the country's self-reliance. DO2 will strengthen leadership among 15-35 year olds, creating opportunities for civic engagement and providing avenues for youth to gain critical knowledge and skills to advance Tanzania's long-term prosperity while shaping the country for the future they desire.

Ultimately, USAID's investments will strengthen the capacity of state and non-state actors to benefit future generations, solidifying the gains achieved in the other two DOs. DO3 will work with local governments to improve enabling environments, citizen-responsive governance, and institutional capacity. This work includes helping the country manage its biodiversity and water resources in collaboration with the state, private sector, and community institutions. Together with Tanzanian institutions, USAID will seek solutions to the systemic barriers to business growth and regional trade that will complement our job creation efforts under DO2. Lastly, we will strengthen the capacity of civil society actors to become more organizationally capable, financially viable, and credible partners.

Across the portfolio, USAID will partner with a cross-sector of Tanzanians to strengthen institutions and policies. The private sector, and the market-based development solutions they bring to bear, are core to the achievement of this CDCS. We will leverage our comparative advantage to facilitate advocacy for their needs, and jointly find innovative and sustainable solutions to Tanzania's development challenges in health, education, income generation, and biodiversity protection. Similarly, USAID will create linkages with local governments to strengthen their public financial management and build upon their commitment to their constituents. USAID will redefine our partnership with these entities by increasing citizen-responsive governance and seeking formal partnership agreements with local governments.

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<sup>2</sup> [Population Dynamics and Demographic Dividend in Tanzania](#). The Ministry of Finance and Planning, 2017.

Together, we will put the conditions in place for Tanzanian actors to address development challenges on their own, without the need for foreign assistance.

High rates of growth over the past years have allowed Tanzania to achieve their goal of reaching lower-middle income status, in July 2020. This CDCS aligns with and supports the government's priorities outlined in its Development Vision 2025 by focusing on developing human capital, as well as institutions and systems which the GOT sees as critical to achieving and sustaining its long-term vision. The development, enactment, and implementation of robust and appropriate policies that demonstrate government commitment falls to the GOT. USAID will seek opportunities to bolster demonstrated commitment to policies that further the achievement of this strategy.

Across metrics for USAID's Country Roadmap to self-reliance, Tanzania ranks higher-than-average in commitment. In particular, the metrics demonstrate an above-average commitment to addressing the economic gender gap and providing social protections. One way the government demonstrates this commitment to social protection is through minimal threat to religious freedom and ethnic minorities, as there is high tolerance for people of other religions and low incidence of individuals reporting they are discriminated against based on their religion.<sup>3</sup> Yet, increasing negative trends in commitments to open and democratic governance and a free trade and business environment threaten to undermine Tanzania's standing and are focus areas for USAID.

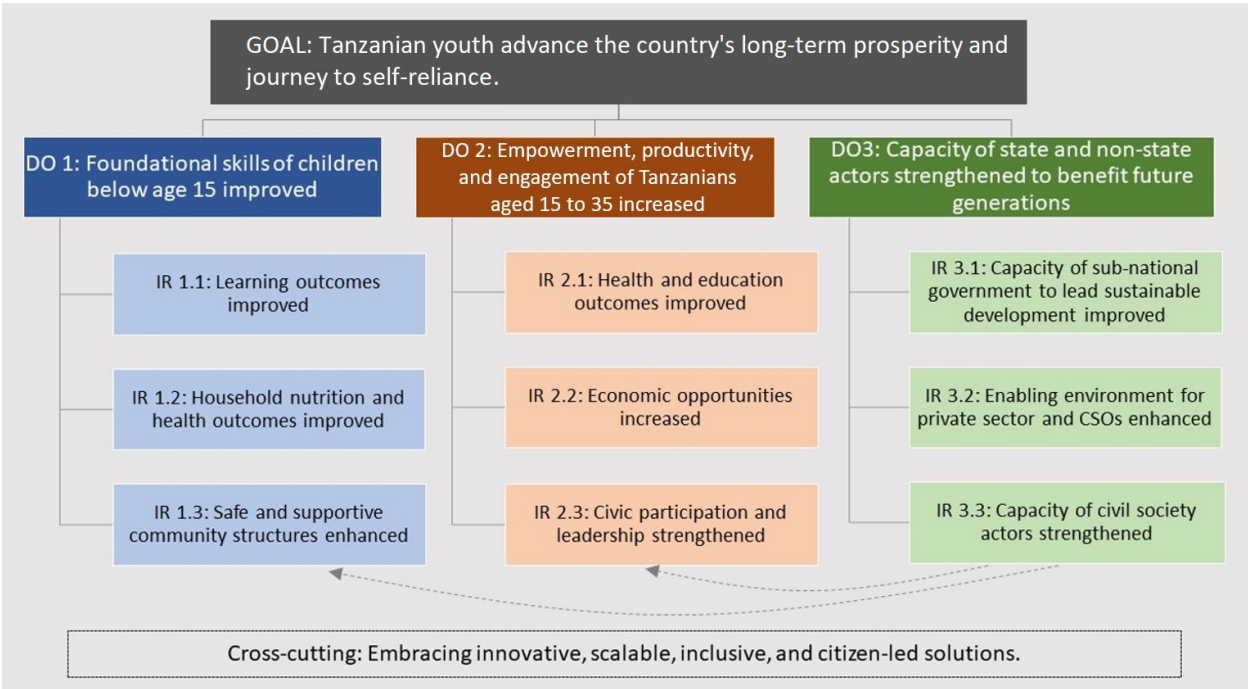
We will also continue work that consolidates social equity gains to ensure that the most vulnerable youth can thrive. The need to focus on this population is reinforced by Tanzania having been on the Trafficking in Persons (TIP) Tier 2 Watchlist for the past two years. This strategy incorporates approaches to help address the vulnerability of children and youth to trafficking via DO1 and DO2. Work will also protect those most vulnerable with a specific emphasis on girls and young women, recognizing their differentiated experiences in terms of opportunities and challenges to reach their full potential. This work will include bolstering retention of girls in school, addressing social norms and early marriage and pregnancy. To achieve this, social services must be youth and gender friendly, particularly health and family planning services. Programming will address inequalities in employment and income, ensuring that women have equal access to productive resources, information, and technologies. A particular effort will be made to ensure that young women's voices are elevated, that they are given ample opportunities for civic engagement on their priority issues, and that organizations we partner with represent a diversity of views and voices.

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<sup>3</sup> [Religion in Africa](#), Afrobarometer, 2020.

One of Tanzania’s most significant barriers to achieving self-reliance is limited human capacity, particularly in terms of education, child health, and poverty.<sup>4</sup> This strategy will continue USAID’s long history of investment in these areas, focusing on those challenges facing younger Tanzanians. USAID will support Tanzanian innovators to find the best solutions to the problems that limit progress. At the same time, USAID recognizes capacity challenges for media, civil society, and local governments. We will place a strong emphasis on improving the financial management and sustainability of professional local institutions so that they can continue to lead Tanzania’s future development.

## Results Framework Graphic



<sup>4</sup> Population Dynamics and Demographic Dividend. The Ministry of Finance and Planning, 2017.

## Country Context

Long seen as a beacon of stability, progress, and potential on the continent, Tanzania remains an optimistic nation, with a post-independence history known for its rare and renowned blend of pluralism, unity, and inclusivity. Yet, like much of the developing world, many Tanzanians, particularly those who are members of marginalized groups, are still unable to pursue, or achieve their aspirations as parents, breadwinners, and citizens. USAID is closely tracking the evolving impacts of COVID-19 in Tanzania.

During the life of this strategy, the Tanzanian population will grow by 10 million people.<sup>5</sup> The average Tanzanian is 17.5 years old, and 44 percent of the population is under the age of 15. These demographic trends represent a potential source of energy, innovation, and promise for the future.

### Economic

Foreign direct investment has dropped precipitously since 2013 and is at its lowest point since 2009.<sup>6</sup> The ease of doing business in Tanzania has fallen since 2016 due to unfavorable trade postures, taxation, and challenges to starting a business.<sup>7</sup> The GOT's strong focus on its industrialization agenda and resource mobilization goals hurt the business enabling environment, including challenges complying with taxation demands and increased competition for capital.

While the official youth unemployment rate is only four percent, this does not account for those who are underemployed or discouraged workers.<sup>8</sup> The data paints a bleak picture - for example, each year nearly 800,000 youths enter the labor force, while over the same time only 137,000 new jobs become available. Recent analysis shows the number of formal-sector jobs decreasing, with the number of new private-sector jobs a third of what it was in 2013.<sup>9</sup>

Tanzania's economy depends significantly on agriculture, livestock, fisheries, wildlife, and forestry. In total, these sectors account for approximately 65 percent of gross domestic product, 60 percent of the total export earnings, and employ over 80 percent of the population.<sup>10</sup> Though agriculture is a mainstay for most of the population, the agriculture sector grew at a rate of only 3.5 percent between 2006 and 2016.<sup>11</sup> Smallholder farmers dominate

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<sup>5</sup> Population Dynamics and Demographic Dividend. The Ministry of Finance and Planning, 2017.

<sup>6</sup> [Tanzania Economic Update](#), World Bank, 2020.

<sup>7</sup> [Doing Business Rankings](#), World Bank, 2019.

<sup>8</sup> [Unemployment, Youth Total](#), World Bank, 2019.

<sup>9</sup> [Tanzania in Figures 2018](#), National Bureau of Statistics, 2018.

<sup>10</sup> [Tanzania National Biodiversity strategy and Action Plan](#), Vice President's Office, 2016.

<sup>11</sup> [Tanzania Economic Update](#), World Bank, 2019.

agricultural production, contributing over 75 percent of total agricultural outputs.<sup>12</sup> Variable precipitation patterns and regional pest outbreaks, exacerbated by climate change, pose risks to productivity and the livelihoods the sector supports.

Tanzania is ranked among the top 15 countries globally for the highest number of endemic and threatened species, twelfth for the largest number of bird species, and is home to one-third of all plant species and 20 percent of large mammal species in Africa.<sup>13</sup> Ineffective governance, demand for timber and other products, and land-use change and exploitation, exacerbated by rapid population growth and climate change impacts, threaten biodiversity and tropical forests inside and outside of protected areas. Resulting losses are often hardest felt by the poorest and most marginalized communities, especially women, who are dependent on these resources for their livelihoods and consumption.

## Social

With the institution of universal fee-free basic education in 2015, the number of students enrolled in primary schools increased while the availability of teachers and classrooms did not keep pace. This change has affected education quality, and early-grade reading scores have dropped. Equally troubling, only 31 percent of Tanzanians complete secondary school.<sup>14</sup>

In the health sector, the story is more positive. From 1990 to 2015, the average life expectancy for Tanzanians increased by 16 years.<sup>15</sup> Major gains were made in child mortality. The incidence of malaria was cut in half to 7.3 percent. The number of new HIV infections has been on the decline, with about 72,000 new cases in 2018.<sup>16</sup> Despite this progress, undernutrition and maternal and infant mortality remains high. Given these persistent weaknesses and the increased demands of a growing population, Tanzania risks reversing the gains made in the health sector.

## Political

Metrics for repression of CSOs, harassment of journalists, and government censorship of the media, are at their worst since 1965. Tanzania's world press freedom rating dropped 53 positions from 2016 to 2020.<sup>17</sup> There have been a deeply concerning number of arrests,

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<sup>12</sup> [National Survey and Segmentation of Smallholder Households in Tanzania](#), CGAP, 2016.

<sup>13</sup> Global Biodiversity, Volume 3. "Chapter 11: An Overview of Biodiversity in Tanzania and Conservation Efforts." Tanzania Wildlife Research Institute, 2018.

<sup>14</sup> [Education Sector Development Plan](#), Ministry of Education, 2016-2021.

<sup>15</sup> [Tanzania Demographic and Health Survey, 2015-16](#), Ministry of Health, 2016.

<sup>16</sup> [Country Report Tanzania](#), UNAIDS, 2018.

<sup>17</sup> [World Press Freedom Index, Tanzania](#), Reporters without Borders, 2020.



detentions, and disappearances since 2017, including journalists, activists, and opposition party leaders.

## Government of Tanzania Priorities

Ultimately, self-reliance is a core goal of Tanzania, particularly as it looks to transform into a semi-industrialized, middle-income country by 2025.<sup>18</sup> By “nurturing industrialization for economic transformation and human development,”<sup>19</sup> Tanzania hopes to scale up the amount and quality of private investment, establish a conducive business environment, seek a more accountable government, and address poverty. This CDCS aligns with and promotes the government’s priorities by focusing on developing human capital, as well as selected institutions and systems which the GOT has identified as critical for achieving and sustaining its long-term vision. In addition, the GOT is formulating policies based on the implications of population dynamics and the demographic dividend,<sup>20</sup> linking closely to the priorities outlined in this strategy.

USAID’s broad partnership with the GOT continues to be aligned with the Tanzania Vision 2025.<sup>21</sup> This CDCS aligns with the GOT’s stated priorities under “High Quality Livelihoods” of child health and increased quality of and access to education for an advanced workforce necessary for industrialization. USAID’s work to strengthen the institutions and systems of state and non-state actors supports appropriate legal and policy reforms, accountable governance, and efficient management of natural resources as outlined in the Tanzanian Vision 2025 under “Good Governance and the Rule of Law” and “Building a Strong and Competitive Economy.”

## Country Roadmap

The Roadmap scores Tanzania as high in commitment, but low in capacity.

The low, but slowly climbing, score on Environmental Policy reflects the threats to biodiversity in Tanzania. Tanzania has seen robust and sustained economic growth in absolute terms, including its recent graduation to lower middle income status. However, this wealth isn’t equitable and doesn’t reflect changes to the country’s long-term resource base. Tanzania’s total wealth per capita—the sum of all types of physical, human, and natural capital—has declined between 1995 and 2014.<sup>22</sup>

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<sup>18</sup> [Tanzania Five-Year Development Plan](#), Ministry of Finance, 2016.

<sup>19</sup> Ibid.

<sup>20</sup> [Population Dynamics and the Demographic Dividend in Tanzania](#), Ministry of Finance, 2017.

<sup>21</sup> [Tanzania Development Vision 2025](#), Ministry for Finance, 2000.

<sup>22</sup> [Tanzania Country Environmental Analysis](#), World Bank, 2019.

The low capacity scores reflect the sectors where USAID has long been making investments based on the high levels of need. Like many of our neighboring countries, Tanzania is struggling to advance with lower human capacity. This score reflects the poor quality of health and education services. Similarly, new economic policies are working to increase investment in Tanzania, but the current environment still restricts new entrants and trade.

## Strategic Approach

The country's growing and more youthful population represents large potential and opportunity. In order to achieve the gains that are possible, they must be given adequate support from an early age. In the short-term, this group represents a significant draw on scarce services and resources. We recognize that the country cannot currently meet the needs of its children and youth, and an ongoing underinvestment in human capital will hamper long-term growth. In both the short and long-term, this growth is needed to ensure that new entrants to the labor market have opportunities. Similarly, rapid backsliding in freedom of expression and tighter controls limit individuals' rights to organize and express their needs, or work towards solutions to their own problems. This group is overwhelmingly energized, motivated, and committed, and the GOT and the development partners will do well to recognize and take advantage of their talents and desires to develop empowered, productive, and engaged Tanzanians. Ultimately, without a focused effort, this situation will lead to a country where citizens' aspirations, and those of youth in particular, are frustrated due to a lack of voice, means, or opportunity to shape their society and pursue their ambitions. Based on these opportunities and needs, the mission has chosen to focus on partnering with Tanzanians to help youth advance the country's long-term prosperity and journey to self reliance.

Our programming will focus predominantly on improving citizen capacity, including education, health, and income: all of which have disproportionate impacts on children and young adults. We will also foster commitment to open and accountable governance and a thriving economy, areas where youth voices will bring energy and where investments in creating a cadre of informed and engaged youth will provide long-term dividends towards self-reliance. As an overarching principle, we will employ age-targeted approaches that develop an individual's agency and improve the enabling environment for youth, including young women and other marginalized populations, to become more healthy, productive, and engaged. At the same time, we will continue to work in areas that if left unaddressed, would undermine the entire framework, including engagement on counter-trafficking in persons (CTIP), epidemics, and growing unconstitutional practices, including human rights violations.

The mission arrived at this vision through widespread consultations with Tanzanians including representatives of the GOT, civil society, private sector, academia, youth, and citizens across the country. In addition, a series of three mission-wide consultations quickly narrowed in on a

high prioritization of a youth-focused CDCS. Data analysis supported these consultations and conversations, and ultimately led us to conclude that the most strategic investments in Tanzania at the moment are those focusing on youth.

## Partnerships

Sustained changes in Tanzania will only occur with a deep-seated and sustained commitment from Tanzanians across a variety of sectors. With no single entity or individual able to solve today's development challenges, the mission intends to reflect the priorities of local accountability, partnership, and ownership across the strategy. USAID will continue to seek out burden-sharing arrangements and leveraging opportunities with other actors.

**Private Sector:** In Tanzania, USAID's vision for success is to partner with the private sector to create a country that is truly open for business, with a vibrant and thriving private sector providing economic opportunities for youth. The private sector is a key partner in the implementation of the strategy, both in leveraging our comparative advantage to facilitate advocacy for their needs, and as an ally in finding innovative and sustainable solutions to Tanzania's development challenges. For progress to be sustained, the GOT must also see value in a partnership with the private sector in pursuit of its own goals of industrialization of the economy, providing economic opportunities for youth, and delivering services. USAID can play a convening role between the private sector and the government, facilitating dialogue around concrete actions in fields where all three partners have a common vision.

**Civil Society:** Tanzania's future depends on the ability of a robust civil society to play a more capable role in the fabric of the nation - one that complements the role of the government and aggregates the interests of citizens. Civil society, particularly those led by, or focused on issues important to children and youth, can serve as a provider of essential services in areas beyond the reach of the government, provide accountability and oversight to ensure that the government meets its core responsibilities, and provide an avenue for citizen engagement in their communities. To achieve this, both government and citizens need to be assured that civil society is playing a value-added role. USAID will encourage this by investing in inclusive, citizen-responsive governance models, recognizing that all parts of society - certainly government, but also civil society, the private sector, academic institutions, and individual citizens - have important resources and ideas that are essential to achieving self-reliance.

**The Interagency and other Development Partners:** USAID works closely with a broad array of interagency stakeholders, including the Department of State, Centers for Disease Control and Prevention, Department of Commerce, Department of Defense, the Peace Corps, and the U.S. Fish and Wildlife Service. Many of these groups seek to more effectively engage with young Tanzanians (be it with young entrepreneurs, the next generation of potential International Visitor Leadership Program attendees, emerging political leaders, etc.), yet don't

have the bandwidth or expertise to diversify partnerships or analyze the complexities of the environment. We lead several interagency working groups, including the Democracy Working Group, and are active participants in many more. Our leadership allows USAID to elevate needs, pose policy positions, share information, and coordinate programming.

In general, donor coordination has focused on ensuring that activities are complementary instead of duplicative, rather than on joint funding. This has been particularly the case as other development partners are beginning a slow withdrawal of support from Tanzania.

Understanding that decreasing resources will require donors to work in a more coordinated fashion, USAID is shifting the conversation. With USAID chairing many of the donor partner working groups, we seek opportunities to press the government to make policy changes. For example, partners have taken positions on the importance of transparent and open data and education opportunities for pregnant girls.

## Implementation

**Effective Partnering and Procurement Reform:** We are dedicated to the idea that our programming must be defined by Tanzanian citizen-led development, embracing twenty-first century innovations. We do not have a monopoly on good ideas and want to empower those throughout Tanzania - be it a citizen, local government, the private sector, or civil society - who can lead change in their communities. Achieving these outcomes requires investing in local organizations. USAID will undertake a deliberate expansion of its partner base, not only by procuring direct awards with new and underutilized CSO partners, but by providing them with tailored technical assistance and capacity building expertise. The mission will continue to expand its use of co-creation approaches, and leverage the opportunities provided by mechanisms that align with the New Partnerships Initiative.

**Targeting:** In order to determine where to work, USAID has reflected on fundamental priorities related to community and government commitment and capacity, potential for leveraging, learning from prior work and relationships, need, and relationship to other USAID, USG, GOT, or development partner activities in the same area. At times these key criteria were at odds with each other, but ultimately the mission decided on a geographic focus in the Southern Agricultural Growth Corridor of Tanzania, including the regions of Iringa, Mbeya, Morogoro, and Njombe; and the Lake Western Zone, including the regions of Kagera, Mwanza, Mara, and Shinyanga. Additionally, we will implement work across all DOs in Zanzibar if the political environment allows for that work to continue after the 2020 elections. For more information, see Annex 3. Throughout implementation, we will continue to assess priority areas to make strategic decisions based on data, need, capacity, and commitment to ensure that we maximize results and leverage partnerships to further our reach.

**Climate Risk:** This strategy is informed by a robust Biodiversity and Tropical Forest Analysis and a Climate Risk Screening Analysis that identifies and prioritizes the risks that evolving climate patterns can pose to the effectiveness of our investments. Efforts to address and mitigate the most salient risks will be made during project and activity designs, and included in solicitation documents. Extreme and unpredictable precipitation patterns can impact the incidence of pests, disease, and population and wildlife movements. They can also impact transportation networks, livelihood options, food security, and nutrition outcomes – all key components of our youth-focused strategy. Greater detail about how to mitigate risk from climate shocks and stresses is provided in the Climate Risk Analysis Annex.

## DOI: Foundational Skills of Children Below Age 15 Improved

**Development Hypothesis Statement:** *If children are healthy, well-nourished, educated, and supported by their caregivers and communities, then they will have the necessary foundational skills to become productive young adults, well-positioned to pursue and achieve their aspirations.*

Children aged 0-14 will comprise about 50 percent of Tanzania’s total population by 2025. Their families and caregivers face challenges in providing them quality education, adequate and appropriate health care, adequate nutrition, and safe and meaningful ways for them to develop positive social skills and contribute to their communities. While the future offers seemingly unlimited potential for young people to innovate, connect, and share information, basic failures related to the emotional, social, and physical development of young children, and girls in particular, have a direct effect on their overall development and on the adults they will become. For example, undernutrition is associated with impaired cognitive, socio-emotional, and motor development, and may lead to lower levels of educational attainment, reduced productivity later in life, lower lifetime earnings, and slowed economic growth. Almost every investment made with this age group has multifaceted benefits.

The Tanzanian education system is failing students, especially girls, who are twice as likely to reach adulthood without ever receiving any education.<sup>23</sup> In order to achieve greater learning outcomes, USAID will increase the quality of instruction in schools by improving the professional development of teachers.<sup>24</sup> USAID will also improve the participation of parents, particularly parents of girls, both in school administration and increasing learning opportunities at home. This engagement is crucial, as the extent to which families encourage learning at home and engage with the school is the most accurate predictor of academic achievement. While

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<sup>23</sup> [Tanzania Demographic and Health Survey, 2015-16](#). Ministry of Health, 2016.

<sup>24</sup> [What is the Role of Teachers in Preparing Future Generations?](#), Brookings, 2017.

Tanzania has a fee-free education policy in public primary schools, barriers to inclusion remain, particularly for girls - such as hostile classroom environments. USAID will support schools to be safe and inclusive of all, including children with disabilities - particularly vision and hearing impairments, to ensure that they access school and learn.

In order to have a strong foundation, children need good health, supported by available quality maternal and child health services which address both age and disease-specific needs. Family-centered care will increase the capacity of children to take responsibility for their own health as they transition to adolescence.<sup>25</sup> This transition will be particularly important for girls as they take greater responsibilities for their bodies and into future motherhood.

In order for children to maintain good health, USAID will strengthen the quality and availability of primary health services and address the societal, financial, informational, and geographic barriers to use of those services.<sup>26</sup> To maximize their cognitive and physical abilities, children need to consume safe and nutritious foods (particularly during the first 1000 days to reduce stunting and malnutrition), which requires improving the availability, affordability, and accessibility of such foods in local markets year-round.<sup>27</sup> USAID will support comprehensive, gender-differentiated social and behavior change approaches in order to improve decision making by children and their families.

Countries that have done best in improving their health and economic measures over the past decades have all invested in their children and protected their rights.<sup>28</sup> The mission will explore new programming based on evidence that assisting children and early adolescents also requires attention to their settings—families and neighborhoods. Childhood is not a safe time for too many Tanzanians, and the violence and trauma suffered at this age erodes the strong foundation that children need for leading healthy and productive lives. Almost three-quarters of both females and males experience physical violence prior to the age of 18 by an adult or intimate partner; 27 percent of girls and 12 percent of boys in Tanzania experience sexual violence prior to the age of 18; and 25 percent experience emotional violence by an adult during childhood.<sup>29</sup> USAID will focus on children's development through the creation of supportive and healthy social relationships and the assurance of safety in their homes and schools. Such safe relationships are essential to both physical health and cognitive development.<sup>30</sup> Protections also include addressing some of the core factors that contribute to increased vulnerability to trafficking in persons and child marriage. In addition, USAID will support meaningful ways for

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<sup>25</sup> [Family-oriented and Family-centered Care and Pediatric](#), National Institute of Health, 2009.

<sup>26</sup> [A qualitative exploration of health workers' and clients' perceptions of barriers to completing four antenatal care visits](#), Health Policy and Planning, 2016.

<sup>27</sup> [Investing in Nutrition: the Foundation for Development](#), World Bank, 2017.

<sup>28</sup> [A future for the world's children?](#) The Lancet, 2020.

<sup>29</sup> [Tanzania Violence Against Children Report](#), UNICEF, 2011.

<sup>30</sup> [Social Connection on Childhood Development](#), Children's Bureau, 2019.

children and young adolescents to contribute to their communities and feel valued, which increases educational attainment and lifetime earnings, builds community, and ensures a healthy democracy.<sup>31</sup>

In their Vision 2025, the GOT aims to achieve a high quality livelihood for its people, including providing universal primary education, eradicating illiteracy, access to primary health care for all, and reducing infant and maternal mortality by three quarters. As such, the GOT is committed to prioritizing children so they can thrive and maximize their contributions to society as they grow.<sup>32</sup> Supporting improved health and education outcomes for children will increase both citizen and GOT capacity to achieve self-reliance. This DO will focus on advancing citizen capacity - particularly improving metrics in education quality and child health. Through partnership with and support to government ministries, private sector actors, and LGAs and CSOs providing health and education services, this DO will improve the quality of and access to key services that impact these metrics. Simultaneously, linked to DO3, USAID anticipates that activities will improve institutional effectiveness at both local and national levels. This improved citizen and government capacity will contribute to an enhanced ability to achieve self reliance.

### IR. 1.1: Learning outcomes improved

The solid foundation children receive through arithmetic, reading, writing, and social and emotional skills opens opportunities to change the path of the child, family, community, and country. The GOT faces extensive challenges in addressing the needs of the millions of children that need to be educated.<sup>33</sup> In order to increase Tanzanian's capacity and address the growing bulge of children that will need to be educated, USAID will redefine our relationship at the national and local levels to ensure that USAID partners with communities that are committed to the education of their children. USAID has a long history of working successfully with GOT partners in education and will leverage that relationship to maximize investments and ensure the sustainable transfer of interventions to the GOT.

Demonstrating their commitment to education, the GOT has passed policies that facilitate and ease the delivery of education services around the country, to include fee-free public education for all. Despite the positive policy posture, the GOT lacks the resources to address the myriad of educational challenges across the country. Classrooms and water, sanitation, and hygiene (WASH) facilities are not readily available and are often in disrepair, which particularly impacts girls' ability to access education. Teachers are not properly trained or sensitive to gender differences, and there are more children than there is capacity to receive them in schools. As a

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<sup>31</sup> [Youth Civic Engagement Has Lasting Benefits](#), International Youth Foundation, 2018.

<sup>32</sup> [Tanzania Development Vision 2025](#), Section 3.1, Ministry of Finance and Planning, 2016.

<sup>33</sup> [Tanzania National Education Profile](#), Education Policy and Data Center, 2018.

result, many children, predominantly girls, seeking foundational educational skills are underserved by an overburdened system.<sup>34</sup>

Education programming will focus on improving reading, writing, arithmetic, and social-emotional learning for students in pre-primary through standard four by improved teacher training, classroom instruction, and parental involvement. USAID will leverage education and nutrition investments in regions and districts to promote inclusive behaviors to give girls better opportunities to excel. Schools and classrooms will be made safe and inclusive to foster learning for all students. In coordination with DO3, USAID assistance will help finance self-reliance and build capacity in education systems by providing professional development to sub-national level education officials and improve their ability to plan and prioritize education needs via the LGA budgeting process. In order to increase the impact of service delivery to children, USAID will partner and share experiences so that communities, donors, and the GOT can replicate work and multiply our programmatic reach.

We will also engage the private sector to make co-investments in education through purchasing school supplies and curriculum materials, school infrastructure rehabilitation and construction, scholarships for school fees, teacher training, and technology and leverage market-based solutions to improve educational quality. Our work will include partnerships with privately run schools to expand availability of education services to Tanzania's rapidly growing student population. These partnerships will further Tanzania's ability to be less reliant on foreign assistance funding and to self-finance their own development solutions.

## **IR. 1.2: Household nutrition and health outcomes improved**

For children to capitalize on the opportunities that life can provide, they need access to healthcare, safe and nutritious food, and they must learn and implement healthy behaviors. This need is particularly acute for girls who are seen as the next generation of caretakers and who need to be prepared to make decisions related to their health and the health of their family. USAID will align assistance with the GOT in nutrition and maternal, newborn, child, and adolescent health priorities. Within the health sector, there are very strong technocratic leaders focusing on these issues. For example, a multi-ministerial working group on nutrition has proven very dedicated to implementing international best practices in the sector. USAID will strengthen the quality and availability of primary health services and will improve child nutrition within the first 1,000 days to ensure optimum physical and cognitive development.

USAID will increase the availability of and access to quality primary healthcare. Although Tanzania has made significant progress in health outcomes, the country still records approximately 270 deaths among children under the age of five years each day, largely from

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<sup>34</sup> [Tanzania Human Rights Report](#), Legal and Human Rights Centre, 2019.



preventable and treatable diseases. Neonatal mortality remains high, at 25 per 1000 live births<sup>35</sup> due to conditions such as asphyxia, prematurity, infection, HIV, and malaria. Interventions will increase the use of facility and community-based health services and contribute to financing self-reliance by building the financial and technical capacity of facilities and communities to effectively deliver child health services. Additionally, activities will engage with community and faith-based leaders, and other influencers, in promoting the adoption of healthy behaviors and practices. In line with DO3, USAID will develop private-sector health clinics and drug suppliers to employ market approaches to be more financially self-reliant.

Meeting nutrient requirements is a prerequisite for preventing malnutrition—the 1,000 day window is critical. In Tanzania, more than 2.7 million children under five years of age are stunted,<sup>36</sup> which disproportionately impacts boys.<sup>37</sup> A stunted start in life condemns a child to a host of other harmful outcomes throughout life, including reduced cognitive development, school achievement, and economic productivity as well as increased mortality and risks of chronic diseases. In addition to stunting, low levels of dietary diversity also contribute heavily to undernutrition in Tanzania. A recent study concluded that 60 percent of the Tanzanian population cannot afford a nutritionally adequate diet.<sup>38</sup> USAID will utilize a multisectoral approach to strengthen sector ministries, LGAs, CSOs, and communities to improve maternal, infant, and young child nutrition practices and link interventions across sectors (health, agriculture, WASH, education). Through the health system, USAID will work to improve the quality of nutrition services and counseling. Additionally, USAID will tailor agriculture and nutrition programming to ensure access to and consumption of safe and nutritious foods. Improved social and behavior change strategies are essential for increasing optimal nutrition practices, demand for services and commodities, and the utilization of services. Interventions will equip communities, faith leaders, families, and healthcare workers with the right skills and information to maximize access to and use of quality child services. In partnership with DO2, effective behavior change approaches will improve women’s nutrition for their own health, as well as their children’s health, while addressing the complex determinants that lead to improved behaviors.

USAID plays an active and leading role among donors in Tanzania, including in the health, education, and nutrition sectors. In that role, USAID provides leadership in driving discussions that ensure that the principles of sustainability and enterprise-driven development are practiced by all participants. USAID will help unify donor messaging to catalyze the GOT prioritization of resources for the health, nutrition, and agricultural sectors. This work will include exploring

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<sup>35</sup> [Tanzania Demographic and Health Survey, 2015-16](#). Ministry of Health, 2016.

<sup>36</sup> Ibid.

<sup>37</sup> Trends in the Prevalence of Stunting in Tanzania, *Nutrition Journal*, 2019.

<sup>38</sup> [Fill the Nutrient Gap](#), World Food Programme and the Tanzanian Food and Nutrition Center Nutrition, 2019.

partnerships through private sector engagement on nutrition, hygiene, and health messaging and behavior change, food processing and fortification, and similar opportunities of shared value to the USG and private sector.

### IR. 1.3: Safe and supportive community structures enhanced

Positive social and familial relationships, social and emotional resilience, and safety are no less essential to healthy and cognitive development than access to good nutrition, healthcare, and education. Yet, too often a safe and nurturing childhood is interrupted or undercut by violence and trauma, which erodes the foundation that children need for leading fulfilling, healthy, and productive lives.<sup>39,40</sup> Verbal, emotional, physical, sexual, and other forms of violence are commonplace - although not commonly reported or acknowledged.<sup>41</sup> While continuing to address gender-based violence (GBV), school-based violence, child early forced marriage (CEFM), and vulnerable children, new USAID interventions will train community members, caregivers, and adolescents to create a safe and enabling home environment where children can thrive. As these issues disproportionately affect girls, USAID will work with communities to re-envision the future they see for their girls and future women of their community. Efforts under IR 1.3 directly complement those interventions mentioned elsewhere in DOI, and are of equal importance in helping ensure the next generation of Tanzanians are able to achieve success.

The challenge of violence against children will be the focus of pioneering efforts that educate parents and caregivers to foster safe homes, schools, and other areas where children spend their time. Activities will increase the meaningful involvement of parents and caregivers in the governance of services that directly affect their children's well being. Additionally, new activities will seek to enhance parental and/or caregiver dynamics within the home, especially related to positive discipline and growth mindset.<sup>42</sup> Positive peer and social networks are critical to emotional wellbeing, problem-solving, and are established protective factors for avoiding the use of violence to resolve conflict.<sup>43</sup> As such, USAID will explore ways to further redefine our relationship by creating safe communities or civic opportunities (e.g., student parliament/government, clubs, organized sports) for children to prosper.

Concepts from positive youth development theory will also be introduced throughout programs - especially those seeking to build emotional resilience and positive self-identities among children. While many of the above-mentioned concepts are new for development

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<sup>39</sup> [Losing Generations: Adolescents in High-Risk Settings](#). National Research Council. 1993.

<sup>40</sup> [Developmental potential in the first five years for children in developing countries](#). The Lancet, 2007.

<sup>41</sup> [Tanzania Violence Against Children Report](#), UNICEF, 2011.

<sup>42</sup> [Decades of Evidence Demonstrate the Early Childhood Programs Can Benefit Children and Provide Economic Returns](#). RAND Corporation, 2017

<sup>43</sup> [Discovering What Kids Need to Succeed- 40 Developmental Assets for Adolescents](#), The Search Institute, 2020.

programming in Tanzania, USAID has a robust history of piloting similar efforts around the world and has a comparative advantage for introducing, testing, and evaluating established good practices into new contexts.

Trafficking in persons, GBV, and harmful cultural practices - including CEFM and female genital mutilation (FGM) - are issues of particular interest and concern to the USG; and as such, interventions will target the vulnerabilities that result in or contribute to these rights violations. Approaches across the IR will ensure they are tailored to meeting the needs of girls and activities will be designed with gender considerations at the forefront of any solutions. We will look to explore and establish new partnerships to advance these efforts.

## DO2: Empowerment, Productivity, and Engagement of Tanzanians Aged 15-35 Increased

**Development Hypothesis Statement:** *If Tanzanians aged 15 to 35 have access to and use quality health and education services, they acquire high-demand skills and establish sources of income, and are able to actively participate and lead efforts in civic life, then they will be empowered, productive, and engaged citizens.*

Tanzania's Development Vision 2025 calls for universal access to education and healthcare (Goal 1); a diversified economy, strong stewardship of natural resources, and unleashing the power of the markets and private sector (Goal 5); and an open and democratic society inclusive of youth voices (Goal 4). Of particular note, Goal 4 envisages Tanzania as a nation whose people are ingrained with a developmental mindset and a competitive, creative, and innovative spirit, to respond to development challenges and effectively compete regionally and internationally.<sup>44</sup>

Consistent with this vision, DO2 will build on and utilize the strengths of young Tanzanians, providing them with the health and education services, economic opportunities, and leadership skills they need to further the country's self-reliance. Thirty-one percent of Tanzanians are between the ages of 15-35. They face challenges finding employment or economic opportunities, staying in school, raising a family, accessing healthcare services, and advocating for the changes they want to see in their communities and country.

DO2 will improve health and education outcomes for Tanzanians aged 15-35. Through expanding and developing the skills of health care workers and educators, and using evidence-based approaches to increase access, quality, and use of health and education services, young

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<sup>44</sup> [Tanzania Development Vision 2025](#), Sections 1.2, 3.1, 3.3, and 4.3, Ministry of Finance and Planning, 2016.

Tanzanians will be empowered to take ownership of their wellbeing. Research shows that health outcomes have a direct and positive impact on economic growth, both in terms of increased productivity and less income diverted to health care in the long-term.<sup>45</sup> USAID will address quality, availability, and access issues to ensure that youth seek and obtain appropriate health services that meet their specific needs.<sup>46</sup> USAID will ensure young men and women stay in school to obtain the needed skills to find gainful employment or pursue entrepreneurial opportunities. USAID will promote alternative pathways to education and/or skills development or reinsertion of youth back into the formal school system.

One in three Tanzanian girls is married before her 18th birthday.<sup>47</sup> CEFM disrupts opportunities for girls to attend school, often results in GBV, and condemns many girls to a life that is less than their full potential. Aligning activities with IR 1.3, the mission will address CEFM and GBV through community approaches - targeting campaigns through educational and health programming, as well as working to educate youth-focused CSOs. Programming will raise awareness to prevent intimate partner violence, which at 40 percent, is far too high. In addressing these systemic issues, USAID will empower more young women and girls to fulfill their potential and contribute more fully to their education, jobs, communities, and families.

USAID's youth-focused programming will address the challenges and barriers that young Tanzanians encounter when seeking employment or entrepreneurial opportunities. In addition to skills gaps, these barriers include imperfect information within the labor market, a lack of entry level jobs, low social capital including lack of mentorship, lack of access to financing, and negative perceptions about hiring youth.<sup>48</sup> USAID will seek private sector partnerships to encourage opportunities for young people to gain experience in the workforce- one of the first hurdles youth face when seeking employment.

Increasing economic opportunities will improve commitment and capacity to advance Tanzania along its journey to self-reliance. While this DO will target youth first, engaging with and empowering disadvantaged populations will serve as a guiding principle for USAID's activities. This will help reduce the economic gender gap as more women acquire the skills they need to start a business or enter the workforce, particularly for agriculture which engages almost 80 percent of Tanzanian women. Efforts to expand formal economic opportunities will need to be cognizant of, and seek to mitigate imbalances among men and women. For example, to increase

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<sup>45</sup> [Exploring the Impact of Healthcare on Economic Growth in Africa](#), Applied Economics and Finance, 2019.

<sup>46</sup> [Assessment of Barriers to Accessing Health Services for Disadvantaged Adolescents in Tanzania](#), UNICEF, 2018.

<sup>47</sup> [State of the World's Children](#), UNICEF, 2017.

<sup>48</sup> [Barriers to Youth Work Opportunities](#), GSDRC Applied Knowledge Services, 2017.

income and formalise women businesses through, enabling them to access affordable training, business development services, and finance.<sup>49</sup>

Tanzania scores far below average for low and middle income countries in economic capacity. Through linking the private sector with youth and educational institutions, youth will acquire in-demand skills (many of which are ICT-related) and USAID will continue to invest in mid-level producers to diversify their commodities for domestic and export outlets.

It is important that youth are viewed as assets and active agents of change. DO2 will strengthen civic participation and leadership among 15-35 year olds, creating opportunities for improved engagement. Without a voice or platform, youth perspectives, aspirations, and issues will continue to be neglected across society, despite representing a majority of the population. Civic engagement activities build life-long affinity for democratic principles.<sup>50</sup> Through targeted investments, USAID will develop the capacity of young Tanzanians to be active in civil society, advocating for their rights as champions in shaping a Tanzania that reflects their aspirations. By expanding the ability of youth to meaningfully contribute to local development efforts, young Tanzanians will be better positioned to serve as agents of development change and stewards of democracy,

## IR 2.1: Health and Education Outcomes Improved

Working with Tanzanians to improve their health and education outcomes is critically important to empowering the 15-35 year old cohort. Improving health and education outcomes are closely related - wherein investments in one sector positively impact the outcomes in both sectors. These investments will enable Tanzanians to live healthier lives, spend less time and money on health care expenses, and help them stay in school and pursue tertiary or vocational education - both formal and informal - to support livelihoods.

USAID has benefitted from strong technical relationships with health and education ministries. From a health perspective, the GOT has made significant investments and recognizes the need to improve the health system. For example, the GOT has made efforts to hire and assign more health care providers throughout the country. The domestic budget allocation for health has increased overtime, from 75 percent in 2016 to 85 percent of the total annual health budget in 2019, reflecting increased financial self-reliance.

USAID works closely with the GOT and international donor organizations to support health outcomes. Examples include: the National Malaria Control Programme, the Zanzibar Malaria Elimination Program and the Global Fund to prevent, diagnose and treat malaria; the National

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<sup>49</sup> [Support for Growth-oriented Women Entrepreneurs in Tanzania](#), African Development Bank, 2005.

<sup>50</sup> [Youth Civic Engagement and Leadership](#). ChildFund International and George Washington University, 2014.

Tuberculosis and Leprosy Programme of the MOH to address TB; and the Ministry of Finance and Planning to ensure that the demographic dividend is factored into the policy and planning for the health sector.

In education, the GOT has made strides in expanding opportunities in technical and vocational education. Private schools help to meet the demand for education and form part of a sustainable approach to better equipping the education sector to meet the demands of young Tanzanians. USAID will build on its partnerships with the World Bank, UNICEF, and KOICA, among others, to promote girls' education. Like USAID, these partners are working to improve access to secondary school, with an emphasis on providing opportunities for girls to stay in school or return to school if they drop out.

To achieve results, USAID will continue to redefine its development relationship with Tanzanians, through new and strengthened partnerships with local organizations and the private sector. Due to previous USAID investments, there are now local Tanzanian organizations that have the ability to receive large USAID health awards as well as financing from other development partners. In addition to health organizations, USAID's education team will explore partnerships with private sector actors to promote ICT, train teachers, and improve access and quality of vocational education opportunities. The nexus of private education offering skills demanded by the market and the ability of graduates to find economic opportunities will be an important focus of USAID's education investments.

## IR 2.2: Economic Opportunities Increased

With almost 800,000 new entrants to the workforce every year, and only a small percentage of them able to find jobs, it is vital to ensure youth have the necessary technical and soft skills to find and create employment. USAID will work with the private and public sectors to ensure that skills training is linked to emerging market needs, particularly as improving skills can lead to a more diversified economy.<sup>51</sup> These skills will be focused predominantly on agriculture (both on and off-farm), tourism, and healthcare, while also encouraging the development of skills in other high potential sectors of the economy, where possible. USAID will deepen its understanding of sectors of the economy that provide greater opportunities for young women in particular.

At more than 50 percent of GDP, Tanzania has one of the largest informal sectors as a percent of GDP of any country in Sub-Saharan Africa.<sup>52</sup> The share of informal employment in total

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<sup>51</sup> [Tanzania: How Boosting Work Skills through Education can Lead to Economic Diversification](#), World Bank, 2016.

<sup>52</sup> [The Informal Economy in Sub-Saharan Africa: Size and Determinants](#), International Monetary Fund, 2017.

employment in Tanzania is 90.6 percent.<sup>53</sup> Drivers of informality include onerous regulatory and tax burdens that unintentionally push businesses to stay small and under the radar. This negatively impacts formal businesses as they compete while having to pay taxes and address administrative burdens. Informal firms hinder growth because they provide inadequate worker protections, do not significantly contribute to tax revenue, and are unable to access credit or nurture formal sector value chains.<sup>54</sup>

With the lack of available jobs in the formal sector, youth are drawn to the informal economy because of the low barriers to entry and the opportunity to quickly earn an income. This strategy will support an environment that facilitates formalization of businesses and encourages formal employment through education and connecting job seekers with employers operating in the formal economy. Additionally, through this IR and IR 2.3, USAID will encourage youth and businesses to learn about and adopt critical workers' protections that will enhance their ability to maintain employment.

Through new partnerships and innovative approaches, USAID will spur job creation. USAID will continue to support innovative opportunities and partnerships, such as its close collaboration with the Human Development Innovation Fund (a UKAID-funded organization that identifies and supports innovative pilot endeavors, largely designed and implemented by young entrepreneurs). USAID's comparative advantage in youth-focused development is the depth and range of existing sectoral interventions and established networks in areas of geographic focus. USAID will promote enterprise-driven development across its portfolio, tailoring interventions to ensure youth can access economic opportunities created by programming and building on existing work in health, education, and WASH.

USAID will fund youth entrepreneurship training focused on the skills necessary to run a profitable business (i.e., risk management, accessing finance, launching new ventures), particularly linked to agriculture value chains and privately run health, education, and WASH service providers. In higher education programming, the mission will encourage market-oriented curricula and partnerships with the private sector to increase opportunities for youth, particularly young women, to find jobs or pursue entrepreneurship opportunities after graduation.

USAID will monitor and deliver growth of employment opportunities within both the public and private sectors, including for teachers and healthcare workers, to encourage a pro-youth labor market. The mission will promote opportunities for youth employment in community-led

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<sup>53</sup> [Women and Men in the Informal Economy: A Statistical Picture, Third Edition](#), International Labor Organization, 2018.

<sup>54</sup> [Tanzania seeks to quantify the informal economy](#), Oxford Business Group, 2018.

conservation and related value chains. This can create more employment opportunities in the tourism industry through proper stewardship of Tanzania's natural resources. Improving value chain linkages between producers and consumers and improving access to strong markets and functional trade networks are vital for mobilizing private sector investment in Tanzania and creating economic opportunities for young Tanzanians. We will strengthen our coordination under this strategy with development partners.

### IR 2.3: Civic Participation and Leadership Increased

IR 2.3 will support the aspirations of young Tanzanians to contribute to the efforts and decisions that will shape their society. Improving and increasing civic participation and leadership skills among youth, through working with communities and CSOs, will provide an essential and accessible channel for citizens to contribute to development efforts, and for youths' voices to be formalized, aggregated, and heard. We will capitalize on opportunities to work more closely with CSOs, focusing on a critical space where we can redefine our relationship with Tanzanians to establish more locally-led, sustainable, and impactful activities. Young people in Tanzania will only be able to achieve their aspirations and effectively contribute to the country's long-term prosperity if they have substantive and meaningful ways to engage in civic opportunities. Many youth in Tanzania are engaged in civic activities, predominantly through volunteering. They demonstrate a strong sense of responsibility and seek to be included more purposefully in the process of developing or improving their communities, and express frustration at feeling disengaged, disempowered, and unable to take part in decision-making.<sup>55</sup> The voice and opinions of young women will be intentionally sought throughout this IR as young women's priorities for advocacy and engagement may be differentiated from the needs of young men.

Through IR2.3, and complemented by efforts under DO3, USAID will assist CSOs that advance youth participation, leadership, and issues of importance to youth. While the availability of civic organizations focused on youth interests is important, so too is the individual leadership acumen, self-initiative, and empowerment of youth to engage as vibrant citizens. USAID will identify and equip youth with the skills to seek and assume greater leadership roles within local communities, including youth centers, local government, and within other civic and political structures. USAID recognizes that human capacity development in areas such as leadership, community organizing, understanding of rights, and civic activism is a long-term and complex endeavor; and will look for creative approaches and partnerships to advance these objectives. Equipping youth led or focused CSOs with effective organizational management skills, best practices in revenue generation, and encouraging their engagement with communities will position them to sustain their operations and finance self-reliance.

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<sup>55</sup> [YouthMap Assessment Report: Tanzanian Youth: Assets & Opportunities](#), International Youth Foundation, 2014.



To improve citizen and civil society capacity scores, USAID will work with youth and youth groups to tackle growing misinformation and media issues in Tanzania. Communication trends, realities of social media and networking, and information overload, particularly in the growing context of false and misinformation can present unique challenges to young citizens. USAID will increase digital literacy, to help youth understand how to access and assess truthful information. With these skills, youth will be better positioned to advocate for solutions that fit their needs and provide them with pathways to contribute to their communities' and country's prosperity.

## DO3: Capacity of State and Non-State Actors Strengthened to Benefit Future Generations

**Development Hypothesis Statement:** *If state and non-state actors become more capable, engaged, and resilient partners in Tanzania's development, can preserve the country's natural resources, and demonstrably advance the interests of citizens (particularly young people), then future generations will benefit from stronger institutional and governance frameworks that advance and reflect their aspirations.*

The Tanzania Development Vision states that by 2025 good governance should have permeated the national socio-economic structure, thereby ensuring a culture of accountability, rewarding good performance, and effectively curbing corruption and other vices in society. The 2025 Plan aims to achieve this through an institutional framework capable of mobilizing stakeholders across society, coordinating action for development, and building the capacity of the public sector, civil society, media, parliament, law enforcement institutions and others both inside and outside the government.

Consistent with this vision, investments under DO3 will promote accountable and capable local state institutions, in part through a redefined relationship with the GOT that prioritizes engagement with local rather than national-level authorities. Work under this DO will also build a resilient civil society, a vibrant private sector, and preserve Tanzania's natural resource base for future generations. By strengthening these broader institutional structures and promoting a more favorable enabling environment, results under this objective will serve to sustain the gains made under DOs 1 and 2. The intent of these engagements is very much aligned with Tanzania Vision 2025, jointly seeking to ensure that Tanzanians are empowered with the capacity to hold their leaders and public servants accountable; create a strong, diversified, competitive economy, and; effectively utilize domestic natural resources.<sup>56</sup>

To improve the capacity of sub-national governments to lead sustainable development, USAID will build LGAs capacity to expand human resources for health and education; collect and

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<sup>56</sup> [Tanzania Development Vision 2025](#), Sections 1.2, 4.2, Ministry of Finance and Planning, 2016.

utilize data to improve public policy; promote local economic development; finance their own journey to self-reliance through greater local revenue generation; and transparently manage public resources. DO3 will specifically target local government's public financial management, and facilitate greater engagement between LGAs and citizens to increase the extent to which public revenues are spent in an accountable, transparent, and effective manner. USAID will also help the country manage its biodiversity and water resources in collaboration with relevant state, private sector, and community institutions.

Improving the performance of government alone will not be sufficient. DO3 will also build the capacity of private sector actors to better represent the interests of their constituents, collaborate with each other, overcome the systemic constraints to mobilizing capital, and increase economic opportunity by advocating for the reform of policies and practices that hinder private investment.

Together with Tanzanian institutions, USAID will seek solutions to the systemic barriers to business growth and regional trade, and as a secondary effect, increase opportunities for youth employment under DO2. A priority intervention under this DO will be strengthening market-based approaches to service provision by private health and education facilities, improving their financial self reliance and business models. Under this DO, USAID will foster more financially self-reliant, vibrant, and growing market systems in the WASH sector that expand access to clean water and improved sanitation services. USAID will leverage U.S. Development Finance Corporation tools such as loan guarantees and equity investments to mobilize private domestic capital. In doing this, USAID interventions will be particularly cognizant of the unique needs and barriers that confront young women and girls, in regards to employment, access to capital, and economic participation.

Finally, under this DO we will assist civil society actors to become more organizationally capable, resilient, financially viable, and credible partners, who will better represent their constituent interests and engage more effectively with the government. USAID understands that more professional, resilient, and impactful CSOs also represent a foundational tenet of democratic society - more important than ever given the GOT's recent actions that reduce civil and political rights. This DO will play a critical role in bolstering a vibrant, resilient, and active citizenry and a civil society that demonstrates value - critical to reinforce Tanzanian commitment for democratic principles. Wherever practical, we will continue to undertake this work in coordination with other development partners.

## IR 3.1: Capacity of sub-national governments to lead sustainable development improved

The worldwide governance indicators point to deficiencies in both the capacity and commitment of the GOT to effectively deliver services and manage resources, with Tanzania scoring 21 percent in 2018, for Government Effectiveness.<sup>57</sup> LGA capacity is hampered due to a lack of adequate staff and financial resources, weak citizen engagement on the priority needs of the population, central government interference, and in some places, abuse of authority.s. Social services are significantly impacted by lack of personnel. For several years there has been an average deficit of approximately 56 percent for healthcare workers, with that number reaching as high as 70 percent in rural areas,<sup>58</sup> and in 2018 there was a pupil to teacher ratio of 1:54 in government schools.<sup>59</sup>

A report issued in April 2020 by the Controller and Auditor General (CAG) of the National Audit Office of Tanzania found that LGAs execute only 53 percent of their development budgets, while demonstrating a 61 percent non-compliance rate in procurement and contract management, prompting the CAG to recommend strengthened monitoring and audits of LGAs for compliance to procurement and financial regulations. Furthermore, LGAs continue to undercollect their own-source revenues against targets. In 2019, 11 percent of the overall revenue target was not collected.<sup>60</sup>

With this in mind, USAID will pivot, amplifying its relationships with responsible LGAs to institutionalize citizen-responsive approaches to governance, including timely posting of information (through notice boards) about public goods and services that are provided, that help meet peoples' needs for quality service provision, and promote public accountability, all while understanding and mitigating the factors that can inhibit the ability of women and girls to voice their preferences, and influence governments to recognize and respond to their needs.

USAID will partner with LGAs to help them finance economic development by strengthening their ability to transparently and effectively mobilize and manage the resources required to provide public services. This would include strategic planning and investment promotion informed by strengthened public-private dialogue and the use of such tools as the Local Government Authority Competitiveness Index and the Policy Reform Prioritization Tool. Activities will also engage the Tanzania Chamber of Commerce to strengthen their engagement with LGAs on policy and business enabling environment issues. Finally, we will work with LGAs

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<sup>57</sup> [2019 Worldwide Governance Indicators](#), World Bank, 2018.

<sup>58</sup> [Human Resource for Health and Social Welfare Strategic Plan \(2014-2019\)](#), Tanzanian Ministry of Health and Social Welfare, 2014.

<sup>59</sup> [Best Education Statistics for Tanzania](#), President's Office-Regional Administration and Local Governance, 2018.

<sup>60</sup> CAG Annual Report 2018/2019, Controller and Auditor General, March 2020

on tax and revenue issues to ensure a balance between providing for local service provision and allowing for economic growth and expansion.

While Tanzania scores highly on the Biodiversity and Habitat Protections metric of the USAID Country Roadmap, its natural resource heritage remains very much at risk from the pressures of population growth, expanding agriculture, demand for charcoal, growing confrontations between communities and wildlife, and the fracturing of wildlife corridors due to the expansion of roads and settlements.<sup>61</sup> The recent poaching crisis, which led to the loss of over 60 percent of Tanzania's elephants between 2009 and 2015, has subsided with the intense anti-wildlife trafficking efforts led by the national government, but the risk of its resumption is ever present, as is a growing localized risk from unsustainable trade in bushmeat to supply city centers.

Women are disproportionately reliant on access to natural resources, such as fuel wood and clean water, and are often an invisible but critical part of the resource driven economy (fisheries and tourism). Yet women are often excluded from the management of these resources, leading to decisions that can cause more harm than good. USAID will seek to empower women as well as youth and other marginalized groups, to have their voices heard in decision making processes at all levels. Further, USAID will seek to strengthen institutional change by increasing the capacity of institutions to develop their own guidelines and standard operating procedures, staffing practices, and financial resource allocation, etc., that promote gender equality.

USAID will provide technical assistance to government institutions responsible for conservation policy development and sustainable natural resource management, as well as foster greater collaboration amongst these ministries, the private sector, and civil society. USAID will work with CSOs and local communities to build their own capacity to protect biodiversity, oversee natural resources, and hold local, regional, and national governments accountable for meeting their responsibilities in the sector.

USAID will work in close partnership with the Ministry of Water, the Rural Water Supply and Sanitation Agency, and urban water utilities to strengthen governance and improve the sustainability of WASH services. This assistance will build these entities' capacity at both the national and district levels in areas like engineering, financial management, and contracting. It will also improve data collection, monitoring information systems to track water, sanitation and hygiene services to enable better decision making and targeting of resources, as well as develop and test new operations and maintenance models that progressively professionalize rural water service delivery.

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<sup>61</sup> [Tanzania FAA 118/119 Analysis](#), USAID, 2019.

USAID will also engage the private sector to create opportunities for sanitation and water maintenance providers to grow and provide essential services. USAID will work with key sector institutions such as the Ministry of Water and Basin Water Boards, to improve the stewardship of water resources and prevent catchment degradation. USAID coordinates these activities closely with multilateral, bilateral, and other development partners through the Tanzania Water Sector Development Partners Group.

### IR 3.2: Enabling environment for private sector and CSOs enhanced

Tanzania is reversing course on its economic liberalization efforts of the 1990s and is increasingly pursuing public-sector led economic growth, imposing inconsistent and oftentimes onerous tax collection processes to fund its ambitious industrialization and infrastructure plans, and marginalizing the private sector. Tanzania scores 112 on the Legatum Prosperity Index's ranking of Enterprise Conditions, measuring the degree to which regulations enable businesses.<sup>62</sup> This score reflects a relatively stagnant environment for business creation and persistent regulatory burdens. USAID will work with the private sector to address the policy impediments and market gaps that constrain business development, employment generation, and growth.

The private sector also notes that access to finance is limited, constraining investment.<sup>63</sup> Given the scarcity of good jobs in Tanzania, promoting entrepreneurship is an important strategy to engage youth, but the biggest barrier to starting a business is lack of access to capital.<sup>64</sup> In specific areas, USAID will partner with new and underutilized local organizations, and closely engage with the private sector to mobilize private domestic capital, and spur a sustainable system of fee-based service provision and performance, in the health and education sectors. USAID will also leverage partnerships with certain national government entities to improve policy-making through the use of data and participatory processes, and encouraging collaboration with the private sector, including women-owned and women-led businesses.

USAID will continue to engage with like-minded donors and USG interagency partners to counter new laws and policies that repress civil society, as we did through USAID's coordination of the inter-donor working group on governance to engage the GOT, obtain information, and ultimately moderate the text of its Statistics Act, which would have criminalized the publication of research and data without official government approval. The mission will undertake efforts to safeguard access to accurate information, improve digital security, and increase digital literacy.<sup>65</sup> We will engage with private media producers/providers,

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<sup>62</sup> [Prosperity Index. Country Rankings](#), Legatum, 2019.

<sup>63</sup> Ibid.

<sup>64</sup> [African Youth Survey 2020 - The Rise of Afro-Optimism](#), The Ichikowitz Family Foundation, 2020.

<sup>65</sup> [Responding to the Global Threat of Closing Civic Space: Policy Options](#), United States Institute of Peace, 2017.

including community radio, and national media houses, to professionalize journalism, and promote fair and transparent access to media and data.

### **IR 3.3: Capacity and resilience of civil society actors strengthened**

Civil society in Tanzania remains nascent with chronic significant deficiencies related to financial viability and organizational capacity. While USAID will empower CSOs, including faith-based organizations, engaged in the other DOs of this CDCS, this DO will include those working to protect and expand democratic governance, fundamental human, civic, and political rights, as well as those focused on highly vulnerable populations. Programming will prioritize assistance to CSOs that are youth-led as well as those that are working on issues of relevance to youth, and girls and young women in particular, to develop their capacity (professional, administrative/operational, financial, and technical) to be more effective actors in this space in spite of the restrictions that exist. In addition, USAID will look for targeted opportunities to increase the financial self-reliance of CSOs, including access to capital where appropriate, but also options of resource generation such as providing services to the private sector.

## Annex I: Climate Risk Screening

This climate risk screening was conducted to identify and prioritize risks that should be considered in order to promote climate resilient development and ensure the effectiveness of USAID's investments. While not a full climate vulnerability assessment, this screening identifies potential programmatic areas that may require further assessment when designing projects and activities. Just as important, it also identifies programmatic areas at a low risk from climate stressors, and thus further analysis and consideration are not required at later stages of the program cycle.

At the strategy level it is important to examine how climate risks extend across sectors, and can have secondary impacts. This is especially true for a CDCS that is focused on improving Tanzanian youth contribution towards long term economic success, which requires cross-sectoral thinking with sometimes sector-specific approaches. For example, health objectives can be negatively impacted by floods that increase infectious diseases, leading to decreased livelihoods and thus increasing stress on household youth for labor for economic needs. Youth are often impacted differently than adults by climate shocks and stresses due to socioeconomic situations.

This screening focuses on identifying sector specific climate risks, and then uses an integrated approach aligned with the CDCS DOs and Intermediate Results to achieve cross-sectoral climate risk management. After identifying risks across sectors, key findings emerged, including that the sectors are interconnected noting that without access to healthy and nutritious food all other sectors will be impacted. To address risks, in some cases, more information is needed: such as understanding the role of ocean temperature and coastal erosion on Tanzania's coastal ecosystems and communities, or in understanding communities ability to withstand climate shocks. Such understanding requires a flexible and strong policy and funding environment. Lastly, working closely with the private sector will increase climate resilience: two examples include identifying ways to develop alternative incomes, or to work with agri-business to diversify products. Additionally, this screening identified several areas where climate risks may occur at the project level, and those should be considered during PAD development and project design and implementation.

Some of the key climate risks to programs are:

### **Agriculture**

- Reduced crop yields due to heat stress including longer dry spells
- Heat stress in livestock leading to reduced reproduction, growth rates and milk production; higher morbidity and mortality
- Damage to crops and land from heavy rainfall, flooding, erosion, and waterlogging

- Increased pest and disease damage
- Salinization, waterlogging, and inundation of coastal agriculture

### Water Resources

- Decreased river flows in the water basins leading to water scarcity for irrigation, domestic, and hydropower uses
- Disappearance of glacial contribution to river flow
- Increased flooding from heavy rainfall events threatens water infrastructure and quality
- Salt water intrusion into coastal (e.g., Dar es Salaam) and island (e.g., Zanzibar) aquifers

### Human Health

- Increased risk of vector-borne diseases (e.g., malaria) and waterborne diseases.
- Increased risk of drowning and displacement due to flooding
- Increased mortality and morbidity related to heat stress
- Increased malnutrition from decreased agricultural productivity
- More flooding limit access to health care, education, and electricity

### Ecosystems

- Decreased productivity of freshwater and coastal fisheries
- Increased severity of wildfires
- Degradation of habitats (mangroves, reefs, rangelands) and loss of native species (e.g., wildebeest, wild dog) threaten important ecosystem services and tourism revenue
- Increased risk to tourism revenues

## SUMMARY OF CLIMATE RISK ANALYSIS

### Three Key Findings

- **Climate risks across sectors are related.** For example, flooding impacting vulnerable populations impacts almost all sectors, especially youth, where USAID/Tanzania proposes programming.
- **There are opportunities to learn from cross-sectoral programs to reduce climate risks.** For example, the President's Malaria Initiative has partnered with the Tanzania Meteorological Agency to incorporate weather information into an early warning system for malaria, which in turn can be utilized to mobilize resources and inform intervention. This type of partnership and information sharing could benefit multiple sectors and programs.



- **Integrate results into the program cycle.** Many climate risks are already being addressed and considered by USAID/Tanzania. To ensure risks are addressed during implementation, climate risk management, including the findings of this analysis, should be integrated into PADs, solicitation language, and work plans as appropriate.

## Introduction and Context

This annex provides details about how USAID/Tanzania's Development Objectives and Programs may be at risk from climate shocks and stresses, and how to potentially limit the impacts of those risks. Given the high level at which this annex has analyzed climate risk (i.e., the CDCS level), more detailed analyses will be necessary at the project and activity levels for some programmatic areas. In addition, this analysis identifies sources of greenhouse gas (GHG) emissions in Tanzania, and how USAID programming can limit emissions.

This climate risk screening was conducted to help identify and prioritize risks that should be considered in order to promote resilient development and ensure the effectiveness of USAID's investments. While it is not a full climate vulnerability assessment, this screening helped identify potential programmatic areas that may require further assessment when designing projects and activities. Just as important, it also helped identify those programmatic areas that are at a low risk from climate, thus further analysis and consideration are not required at later stages of the program cycle.

## Method For Climate Risk Screening

For the screening process, USAID/Tanzania selected an approach similar to option 1 as articulated in the ADS Mandatory Reference for Climate Change in USAID Strategies. This approach included USAID/Tanzania hosting a climate expert from USAID/Washington for one week in March of 2020. USAID/Tanzania's Program Office and Climate Integration Lead (CIL) worked closely with the climate expert to engage with all technical teams in the Mission to complete the climate risk screening tool and draft the content of this annex. The technical basis of the assessment was partly informed by the information outlined in the following resources:

[Tanzania climate risk profile](#) (USAID)

[Tanzania biodiversity and tropical forest assessment](#) (USAID)

[Tanzania climate knowledge portal](#) (World Bank)

[Tanzania greenhouse gas emission factsheet](#) (USAID)

Other technical documents developed by the Government of Tanzania, other donors, and academics were also consulted.

This information was complemented by the extensive knowledge and expertise of the technical staff within USAID/Tanzania. In-person consultations with the technical teams ensured the

assessment incorporated their expert perceptions of climate risks to their objectives and programs, helped identify areas where climate may need to be considered further in current and future programs, and built buy-in to and understanding of the importance of climate risk management to facilitate sustainable development and improve Tanzania's journey to self reliance. This participatory approach also helped identify areas for potential collaboration between technical teams to address broad climate risks (e.g., decrease cross sectoral impacts caused by flooding) and areas where adaptation efforts by one technical team could alleviate challenges faced by another team (e.g., strengthened civil society organizations, and inclusiveness in governance by vulnerable groups, may help improve climate resilience for youth in the agriculture sector).

## Climate Variability and Change In Tanzania

Tanzania has four climate zones, as noted in the Tanzania Climate Risk Profile:

1. Hot and humid coastal belt (including the Zanzibar archipelago): has the warmest temperatures, averaging 27 - 30°C, and receives 750 - 1,250 mm of annual rainfall, with Zanzibar receiving 1,400 - 2,000 mm;
2. Hot and arid central plateau: receives just 500 mm of rainfall;
3. Cooler semi-temperate high lakes region in the north and west (home to the lakes and valleys of the East African Rift System): receives 750 - 1,250 mm of rainfall annually; and
4. Highlands of the northeast (i.e., Kilimanjaro) and southwest: includes the coldest parts of the country with average temperatures of 20 - 23°C. The southwest highlands and the Lake Tanganyika basin in the west receive the most rain, over 2,000 mm annually."

The rainy season in much of the country is from October to May. The north and east have two rainy seasons, the main season is from March to May and the secondary season is from October to December.<sup>66</sup>

Below is a summary of historical climate and future climate projections for the country:

### Historical climate

- Average annual temperature increased by about 1°C between 1960 and 2006.
- Little change in overall precipitation; slight decrease from 1961 to 2013, mainly from March to June (corresponding to main rainy season).
- 85 percent reduction of the Kilimanjaro Kibo Summit Glacier from 1912 to 2009

### Future climate

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<sup>66</sup> [Tanzania Climate Risk Profile](#)

- Average annual temperature is likely to increase by an additional 1.4°C to 2.3°C by the 2050s
- Sea level will likely rise by 0.1 to 0.4 m by the 2050s.
- Ocean temperatures will continue to rise.
- Continued glacial decrease.
- There is less certainty in rainfall predictions, however:
  - Many models predict an increase in average rainfall from December to March for most of the country.
  - Between May and November models suggest a decrease in average rainfall for most of the country.
  - An increase in frequency and intensity of rainfall is expected leading to more flooding, especially in the northwest of the country.
  - Droughts in coastal areas and the southwest are likely to increase in intensity as temperatures rise, increasing evapotranspiration, particularly by the 2050s.<sup>67, 68, 69</sup>

One challenge for USAID programs in Tanzania is the need for regional or sub regional climate information. The Prep Data website (<https://prepdata.org/>) provides an example of regional historical and future climate information, combined with socioeconomic factors to help determine local vulnerability. However, additional project or activity-specific information will be required, including information that addresses gaps identified in the Climate Risk Screening, to complement the available sub-regional climate information.

## Climate Risks

Tanzania's population is rapidly growing and is expected to grow from about 57 million today to 130 million by 2050. About 70 percent of the population lives on less than \$2.00 a day. Tanzania also suffers from a number of infectious diseases: over 4 percent of the adult population has HIV, and there are an estimated 7.7 million cases of malaria annually. Despite these challenges, the country has enjoyed steady economic growth over the last several years. Drivers not related to climate change currently threaten this economic growth, and climate change can often magnify already existing challenges.

Rising temperatures, more extreme weather events, and sea level rise, combined with drivers such as high population growth, lack of capacity of the Government, reliance on the rainfed agriculture sector, and high poverty rates, make Tanzania the 30th most vulnerable country in the world to climate change according to Notre Dame Global Adaptation Initiative, which rates

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<sup>67</sup> [Tanzania FAA 118/119 Analysis](#), USAID, 2019.

<sup>68</sup> [Tanzania climate risk profile](#)

<sup>69</sup> [Tanzania Climate Action Report for 2016](#)

countries vulnerability to climate change.. The country relies on rainfed agriculture and pastoralism for livelihoods and local economic security, sectors that are especially sensitive to both short term climate shocks, such as floods and droughts, and long term stresses, such as temperature increases and shifts in rainfall patterns. Furthermore, shocks that impact livelihoods, such as in the agriculture sector, can increase other sustainable development challenges, including reducing the spread of infectious diseases. For example, flooding may cause farmers to temporarily, or permanently, migrate, increasing the spread of disease. Climate shocks and stresses often exacerbate or magnify already existing challenges, especially for already vulnerable populations, communities, and ecosystems. For example, wildlife corridors that are already threatened due to population increase, may be more at risk as droughts force pastoralists and farmers alike to seek out new land and resources, further disrupting ecosystem connectivity. For further sector specific information, please refer to the [Tanzania Climate Risk Profile](#).

## Annex 2: Gender Assessment

### Overview

The following Gender and Youth analysis was compiled by the United States Agency for International Development (USAID) in Tanzania as it prepared the development of its second Country Development Cooperation Strategy (CDCS). The CDCS will present the results framework, development objectives (DOs), intermediate results (IRs), and sub-IRs to be achieved from 2020-2025. As prescribed in the Automated Directives System (ADS) Chapter 201, the planning for the new CDCS must be based on learning from the implementation of the current CDCS (2014-2019). ADS 205 further prescribes the role and responsibilities of missions around the world to promote gender equality and advance the status of women and girls. Since 2012, USAID has adopted several comprehensive and interlinked policies and strategies to reduce gender inequality and to enable girls and women to exercise their rights, determine their life outcomes, influence decision-making, and become empowered change agents in households, communities, and societies.

These policies and strategies include but are not limited to:

1. USAID Gender Equality and Female Empowerment Policy,
2. U.S. Strategy on Women, Peace and Security,
3. U.S. Strategy to Prevent and Respond to Gender-Based Violence Globally,
4. USAID Vision for Ending Child Marriage and Meeting the Needs of Married Children,
5. USAID Counter-Trafficking in Persons Policy, and
6. U.S. Global Strategy to Empower Adolescent Girls.

Together, these policies and strategies provide guidance on pursuing more effective, evidence-based investments in gender equality and female empowerment, and on incorporating these efforts into our core development programming.

This analysis reviews the results and lessons learned on gender and youth activities during the current CDCS period (2014-2020), consults relevant studies and data, and makes recommendations for the future design and implementation of activities in line with the United States Government (USG) and the Government of Tanzania's (GOT) shared development objectives. In the next five years, millions of young Tanzanians will become new voters, new workers, and new parents. This provides an opportunity to leverage the capacity and commitment of young emerging leaders to beneficially impact the country's progress toward more effective governance, economic opportunity, and inclusive development. Young Tanzanians are not only key drivers of future prosperity, security, and democracy in their country; they are also a vital untapped resource to meet local and national challenges. Evidence shows that if a country invests effectively in human capital, and engages with youth and women as partners, it can stimulate greater economic growth, democracy, and stability.

## Executive Summary

The 2019 Tanzania Mainland Poverty Assessment notes that poverty decreased by eight percentage points in 10 years, down from 34.4 percent in 2007 to 26.4 percent in 2018.<sup>70</sup> (World Bank, 2019) Still, inclusive broad-based growth is stymied by low productivity in labor-intensive sectors and a consistent high population growth rate. (Ministry of Health) Seventy-three percent of the country's population lives in rural areas, with agriculture accounting for 77 percent of national employment. Forty-four percent of Tanzania's current population of 59 million is under 15 years of age, and at the current growth rate, Tanzania's population is projected to reach nearly 70 million by 2025. Females make up 50 percent of the population. (World Population Review)

Despite the efforts of the government and its partners, gender inequities persist in Tanzania; salaries paid to women are on average 63 percent lower than those paid to men, and when women own businesses, they make 2.4 times less profit than men. For example, self-employment in agriculture is the most common form of labour deployment among rural people, in particular rural women. However, despite the crucial role women play in agriculture, their access to productive resources is more limited than that of their male counterparts. Nearly three quarters of all landholders are men. When they are owners, women tend to have smaller plots. They own less livestock than men and have more restricted access to new technologies, training, vocational education, extension advice, credit and other financial services. In addition, self-employed women in agriculture are more likely to use their land for subsistence farming than for commercial farming. Farm activities are the most important source of income for rural households, and account for approximately half of household incomes across all expenditure quintiles. (Osorio, M; FAO)

A greater proportion of women than men work in the agriculture sector (70 percent vs. 64 percent). (Idris, DFID) Tanzania is ranked 119<sup>th</sup> in the Gender Inequality Index out of 146 countries and is in 47<sup>th</sup> place in the 2014 Global Gender Gap Index. (World Economic Forum) A key factor contributing to these rankings is the high incidence of early marriage in Tanzania. Sections 10(2), 13(1) and 15 of Tanzania's Law of Marriage Act of 1971 allow men to engage in polygamous marriages, and permits the marriage of 15-year-old girls, while the minimum age of marriage for boys is 18. Girls as young as fourteen may marry with special permission from the court and/or their parents. According to the National Demographic Health Survey (DHS) in 2010 early age pregnancy was at 23 percent and in the 2015/16 DHS findings, this increased to 27 percent. Adolescent females have high rates of early pregnancy and this hinders their ability to complete school and find meaningful employment.

Primary school enrollment for males and females is almost equivalent, but secondary school completion rates show females falling behind. Early marriages, pregnancies and educational achievement for girls is not seen as an asset, hampering retention of girls at school. Among youth ages 20-24, 19.5 percent of females and 32.7 percent of males have completed secondary school. Tanzania DHS data for 2010 indicates that 20 percent of women ages 20-24 had no education at all, compared to 9.6 percent of men.

As part of the country's commitment to gender equality, the 1977 Constitution of Tanzania stipulates that 30 percent of the members of Parliament be women, elected by the political parties.<sup>71</sup> Women held 36.9 percent of national parliament seats in 2019. The highest value over the past 22 years was 37.20 in 2018, while the lowest value was 16.40 in 1999. (Inter Parliamentary Union) Women's civil society

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<sup>70</sup> Poverty assessments were not sex-disaggregated but do recognize gender as a factor/driver contributing to inequality.

<sup>71</sup> The Constitution of the United Republic of Tanzania of 1977, Articles 66 and 78.

aspires to build enough capacity for female aspirants to be elected into a representative parliament capable of challenging policies unequal to the Tanzanian female as well as ensure a gender sensitive budget is acceded to.

Several demographic factors are resulting in a 'youth bulge' in Tanzania that presents both development challenges and opportunities. Key factors include high levels of fertility and steadily declining child mortality rates, as well as longer life expectancies, averaging 63 years for males and 67 years for females. (World Bank) This bulge, combined with weak performance on early grade reading skills; the lack of youth friendly health and family planning services; and the high youth unemployment rates, has the potential to thwart Tanzania's goal of becoming a solidly middle-income country by 2025.

Gender parity has increased across many sectors, including in school enrollment (in both primary and secondary education), income-earning opportunities, access to key resources and, to some extent, decision-making power. Still, efforts to fully understand and address gender issues remain insufficient across sectors. Efforts to improve data and learning are essential to create the public demand for more inclusive leadership of political, business, and civil society entities. Increased gender parity is essential to generate market-driven practices that mobilize the full potential of the economically under-engaged. USAID/Tanzania, through its new CDCS, intends to increase gender equality and youth inclusion throughout its portfolio, by designing, implementing, and monitoring the impacts of its activities, with a focus on gender and youth empowerment.

## Factors Contributing to Gender Inequality

### I. Harmful social and cultural norms:

- i. Traditional gender-based divisions of labor.
  - ii. Gender-based violence (GBV).
  - iii. Underlying values/lack of decision making authority granted to women and youth.
  - iv. Impunity for child rape and families/communities unwillingness to prosecute rape of a minor.
  - v. Lack of understanding/taboo of how to use modern contraception and lack of availability of modern contraception.
  - vi. Social expectations concerning the appropriate age of marriage (e.g., economic pressures forcing parents to arrange their daughters' marriages to minimise dowry, bring in resources through brideprice, or lead girls to marry or start to cohabit as a means of escaping poverty at home).
  - vii. Educational achievement for girls is not seen as an asset, hampering retention of girls at school.
  - viii. Female genital mutilation/cutting.
  - ix. Limited educational or economic opportunities – leading parents and girls themselves to conclude that getting started on adult life through marriage and motherhood is preferable to remaining at home.
2. High rates of maternal mortality: Contributed to by lack of women's agency, including lack of control over resources, and lack of authority over the expenditure of funds for personal health needs, which leads to delayed care-seeking.
  3. High teenage pregnancy rates.

4. Generally low participation in decision-making from the household to the national government.
5. Limited control over and ability to benefit from resources; particularly land, inheritance, and capital.
6. Limited access to secondary education due to family responsibilities and the oft-held view that when females marry they leave the home and do not provide financially for the household. Notably in Shinyanga, Serengeti, Tanga Coast, Dodoma, and Tabora (Sukuma/Masai dominant areas) the reverse takes place, and males are encouraged to drop out of school and support their families by managing small businesses and tending livestock.

## Key Issues Facing Men and Women

**Poverty:** Although the national poverty rate declined from 34.4 percent in 2007 to 28.2 percent in 2012 and then to 26.8 percent in 2016, rates of extreme poverty remain prevalent throughout Tanzania, affecting both males and females. (World Bank, April 2019)

**Demographics:** Forty-four percent of Tanzania's current population of 59 million is under 15 years of age. At the current growth rate, according to United Nations estimates, Tanzania's population is projected to reach nearly 70 million by 2025 and 100 million just 10 years later. More than 1 out of 4 women becomes pregnant before the age of 19, which affects their ability to receive and complete their education, acquire formal training, and enter the workforce competitively compared to males.

**Health:** Several studies in Tanzania, corroborated by studies in other countries in the region, find that women are physically and verbally mistreated by health care providers during labor and delivery. This gender-based mistreatment is more pronounced for younger and less educated women delivering in health facilities.

**Nutrition:** The high levels of stunting in the country, affecting over 34 percent of children under five, constitutes a silent emergency. Data from national surveys indicate the prevalence of chronic malnutrition and highlight the need to prioritize nutrition interventions that take into account gender inequalities. While stunting affects both girls and boys equally, the longer term reproductive effects for girls are of concern, specifically with regards to the intergenerational nature of poverty and undernutrition, and the impact these have on the foetus and the neonatal child. The nutritional status of adolescent girls and women in Tanzania is also alarming. About one third of women aged 15-49 years are deficient in iron, vitamin A, and iodine; two fifths of women are anaemic, and one in ten women are undernourished. Malnourished adolescent girls and women are more likely to give birth to low birth weight infants, who are malnourished in childhood and later life, thus transferring undernutrition from one generation to the next.

**Employment:** Youth unemployment officially stands at 11.5 percent, in spite of annual economic growth rates over the past decade averaging 7 percent. About 800,000 Tanzanian youth enter the market each year. (ILO). The World Bank notes that the majority of Tanzania's youth are engaged in "vulnerable employment", while the labor force has steadily increased. Nationally three-quarters of the agriculture workforce is composed of women, but are constrained by social norms including, child bearing, early marriage, unequal economic marginalization and social expectations.

There are minimal opportunities in Tanzania for youth to find formal employment, resulting in low absorption potential in rural labor markets. There is a disconnect between young people's skills and employer's demands. All employers interviewed by YouthMap identified high turnover (34 percent) and the lack of relevant technical (27 percent) and soft skills (23 percent) as the main barriers to hiring



qualified young people. Specifically, employers highlighted communication deficiencies (e.g., lack of English language proficiency), particularly in relation to customer service-oriented industries, as key factors hindering youth employment in Zanzibar. In addition, given limited industrialization, there are scarce opportunities for higher paying jobs. (IYF Youth Maps Tanzania 2015)

**Underemployment:** Lack of networks to locate and procure employment, low pay, nepotism, need for prior experience or references, and inadequate skills training are a number of barriers preventing youth from accessing formal employment. A student in Morogoro illustrated this last example, saying, “Skills like computer knowledge and use are necessary, and these are not found in rural primary schools.” Another youth highlighted that jobs within the tourist sector are seasonal.

**Education:** 79 percent of youth aged 15-24 yrs old are out of school. Less than 20 percent of women age 20-24 have completed secondary school, and 20 percent have had no education at all.

**Child Marriage and Sexual Violence:** There are high levels of child marriage and sexual violence in Tanzania, as well as high levels of the resulting mental health manifestations of anxiety, depression, and extreme stress. Data show that one out of three girls in Tanzania is married before their 18th birthday and five percent are married before the age of 15. While girls are married young, it is more common for boy/men to get married at 18 years or older, depending on the region. In Zanzibar and the Pemba Islands for example, Islamic traditions of waiting to engage in sex until after marriage lead to young people choosing to marry at an earlier age in order to engage in sexual relations (also resulting in earlier pregnancies) whilst in Tabora the presence of bride prices and tough economic situations are cited as primary reasons for marriage.

- According to UNICEF, Tanzania has the 11th highest absolute number of child brides in the world – 779,000. According to 2017 data, child marriage rates are as high as 64 percent in Shinyanga, 76 percent in Tabora, and 55 percent in Mara. (Ministry of Health, 2017)
- Limited constructive engagement with males as gender equality partners. We have little evidence available on approaches to addressing harmful gender norms and unequal power dynamics through constructive male engagement in Tanzania. (<http://menengage.org>)

**Access to Finance:** According to the Financial Sector Deepening Trust (FSDT), 30 percent of women vs. 26 percent of men do not take up financial products in Tanzania, while the gender gap in formal inclusion in the economy increased from 2009 to 2017. Education access and quality along with phone ownership were the primary structural factors in explaining the gender gap across both mobile money usage and the usage of banks. Other gender gaps include; 11 percent in mobile money, 1 percent in insurance, 9 percent in banking, 3 percent in micro lending, 1 percent in informal lending, 4 percent in pension and 1 percent in participation in the community savings and loans groups called SACCOS. Fewer women receive pensions because they work largely in the informal sector meaning women have to work longer in life than men and this has an effect on retention, opportunity and inequality.

**Trade Barriers:** Both formal and informal women traders in Africa fail to capitalize trade and business opportunities across the region due to inadequate capacity and lack of knowledge on doing business. According to the rapid survey done by UN-Women (2020) on the impact of COVID-19, most businesses along the Tanzanian borders with Congo, Kenya, Burundi, and Rwanda had to close down because of strict restrictions along the borders with women being the most affected as they constitute 70 percent of all cross-border traders. The sale of agricultural crops to foreign markets have been disrupted, affecting both small and large-scale farmers that export.

## Recommendations to Reduce Gender Barriers

**Political:** Promote the government's strong commitment to the welfare, inclusion, and empowerment of youth, women, and girls through an enabling policy environment and the reliable enforcement of laws and regulations which includes formalization of business registration, labor laws, taxes and levies, international trade, and infrastructure, i.e., water, energy, transportation, etc.

**Social:** Encourage community understanding, acceptance, and commitment for changes in gender-related values and norms. Information/education campaigns related to gender to teach basic concepts of gender and gender norms. Men must be recruited as partners in the process for social change.

**Asset Ownership:** Encourage communities and households to adopt and protect the rights of women and girls to own property and control assets, including access to finance through tailored products that suit the particular needs of women and girls, and land ownership.

**Institutional Change:** Building the capacity of all institutions to develop their own guidelines and standard operating procedures, staffing practices, and financial resource allocation, etc., that promote gender equality.

**Healthcare:** Engage women's groups and communities in the administration and oversight of women's health programs, including hospital and health facility governance. Educate the community and in particular male partners, regarding the functioning and limitations of the health system for maternal and reproductive care so that they can engage in its improvement and modify processes to meet their health priorities and needs.

## DOI: Foundational Skills of Children Below the Age of 15 Improved

1. Given the essential role of caregivers and communities in building a foundation for children to become productive young adults, well-positioned to pursue and achieve their aspirations, it is important to understand the cultural norms and beliefs (e.g. perceptions of gender roles, identity and responsibilities) in regions of implementation, and how they may facilitate or hinder USAID's community engagements, and programmatic investments. For example, early and/or forced marriage spurs population growths, is associated with poor health outcomes due to earlier (unsafe) sexual debut, inconsistent use of contraception, pregnancies and exposure to disease.
2. Efforts should be taken prior to activity approval to analyze sector-specific laws, rights, policies, and/or institutions' differential impact on people from marginalized communities, in particular young males and females, and the implications for equal opportunities to participate in and benefit from project interventions. An example would include understanding the differences between customary and statutory law. Customary law tends to be prevalent in more conservative households and communities, and in rural areas and tends to place women in a subservient and dependent position, including the allowance of females as young as 14 to marry.
3. Routine sex disaggregated and gender sensitive data collection and reporting will help the Mission measure progress towards achieving program objectives, make course corrections if an activity is exacerbating gender inequality, or scale-up or replicate models that demonstrate progress in achieving gender equality and women's empowerment.

## **DO2: Empowerment, Productivity, and Engagement of Tanzanians aged 15-35 Increased**

1. During design and procurement, Mission activities should identify and articulate the potential inequalities that youth and women can face regarding access to the economic resources needed to participate in USAID activities. These can include ownership of or access to: Assets (land/housing); Income / Employment; Social benefits; and Public services. For example, obtaining Customary Land Rights Certificates is a challenge for young men and divorced women in Tanzania. Steps should be taken to ensure that USAID activities provide access to resources such as land and do not unknowingly exclude or overlook the factors affecting youth and women.
2. During the design and procurement of activities, the Mission should incorporate an analysis of power, status, and decision-making differentials in communities (both rural and urban) that can impact the potential for youth and young females to have an equal opportunity to benefit from project interventions. These differentials can include:
  - Unequal ability to decide, influence, and exercise control over material, financial, and resources in the family, community, and country.
  - Unequal access to leadership roles and capacity to vote and run for office at all levels of government.
  - More females work long hours on land they do not own and grow crops they will not (financially) benefit from.
  - The limitations of female traders to capitalize on trade and business opportunities across the region due to inadequate capacity and lack of knowledge on doing business.
  - Young males are less likely to visit a public health center. There is a need for constructive male engagement where males feel welcomed as partners and not perpetrators for both disease prevention, and reducing gender-based violence.
  - Young females are at greater risk of dropping out of school due to teenage pregnancies.
  - Females working in the informal sector face a higher risk of contracting HIV/AIDS due to being sexually harassed when they bargain for better pay and being more vulnerable to exploitation across sectors. Strengthening relations with Police Gender Desks to increase accountability for perpetrators of GBV and expand referrals for victims of GBV, are potential mitigating measures.
3. Routine sex disaggregated and gender sensitive data collection and reporting will help the Mission measure progress towards achieving program objectives, make course corrections if an activity is exacerbating gender inequality, or scale-up or replicate models that demonstrate progress in achieving gender equality and women's empowerment.

## **DO3: Capacity of State and Non-State Actors Strengthened to Benefit Future Generations**

1. Mission staff should seek to understand how government, civil society organizations, and communities can prevent and respond to gender inequality and GBV, whether these institutions provide services to victims, and whether the victims have the ability to take advantage of these services.
2. The Mission should undertake the early identification and engagement of gender champions from government, civil society, and targeted communities, and partner with them to address inequalities between marginalized groups and the general population regarding access to resources.
3. Identify ways for these gender champions (including those from marginalized communities) to participate as partners in Mission activities, and act as a bridge between the communities we seek to empower and USAID.
4. Encourage youth and gender working groups, or other fora for dialogue within government and civil society organisations, to facilitate transformative dialogue around political participation, and starting and managing businesses.
5. Challenge the GOT to reconsider policies that disempower, or discourage women from accessing, controlling, and benefiting from resources.
6. Routine sex disaggregated and gender sensitive data collection and reporting will help the Mission measure progress towards achieving program objectives, make course corrections if an activity is exacerbating gender inequality, or scale-up or replicate models that demonstrate progress in achieving gender equality and women's empowerment.

## The Path Forward

Sustaining a coordinated effort on engaging youth and emerging young leaders, and focusing on the issues impacting them, will yield more sustainable development results. The Mission needs to be clear on its gender- and youth-related objectives, what it needs from its partners in order to achieve them.

1. To overcome persistent health inequalities, and as a part of efforts to reduce maternal and neonatal mortality and teenage pregnancy rates, USAID's integrated health program should continue to emphasize gender-focused dialogue within its community-level activities.
2. Programs should train health providers to deliver services without bias, particularly to adolescent and young girls.
3. To promote family planning (FP) and reproductive health, USAID should continue to engage men more constructively in decision-making related to contraceptive choice, birth spacing, GBV mitigation and prevention, and HIV prevention, care, and treatment. Gender and respectful maternity care training that enable maternal health mentors to address provider attitudes that discourage facility attendance, should be encouraged.
4. To promote respectful care in the maternal health setting (prenatal, intrapartum, postpartum and in the community) a multi-component approach is needed which includes changes at the policy, facility, and community levels. Age specific approaches to engage women on their options for care, and inform them of their rights should be implemented. Many "women" in need of maternal health services are themselves still "children" and may be afraid to use services if the system is not friendly or cannot address their unique age-based needs/challenges. At the same

time, ensuring accountability of providers to clients and of administrators and managers to providers (provision of a supportive environment with sufficient numbers of workers, equipment and supplies) is critical to achieving respectful maternity care.

5. Education activity designs should, to the extent possible, deliver workforce development, mathematics, vocational training, and digital literacy informed by real market needs and opportunities that result in measurable improvements in employment for in and out of school youth and teachers' careers as well as the promotion of women into non traditional, higher value industries.
6. In many rural communities it is believed that natural resources management is meant for people who own land. As the majority of women are landless, they see themselves not being able to do anything, and furthermore women are considered as natural resource users, not decision-makers. However, many can be benefited by their participation in different natural resources management activities. Hence, if natural resource management is enriched, then landless people (women) will also benefit.
7. Advancing Youth: The Tanzania labor market is at a critical juncture. Young people aged 15-34 already make up 65 percent of the labor market. Each year approximately 800,000 young people enter the Tanzanian workforce to an estimated 40,000 formal sector jobs and the number of job seekers is going up each year, particularly in rural areas. In order to grow the economy by using its large youth population and taking advantage of the "demographic dividend", Tanzania must adopt new approaches to skills development, employment and entrepreneurship. Youth lack sufficient basic knowledge and technical knowledge and soft skills needed to be successful in today's workforce. Aligning to the National Strategy for Growth and Reduction of Poverty II (MKUKUTA II) highlights the lack of economic opportunities in rural areas and worsening unemployment even among educated youth. Advancing Youth activity seeks to address increased economic opportunities for rural youth by building their entrepreneurship, leadership and workforce readiness skills. A total 10,585 youth were trained in the first two base years. This includes 2,516 youth trained on entrepreneurship and workforce development skills, 738 trained on leadership skills and 8,622 trained on life-skills. As a result of these training sessions, 1,799 micro, small and medium enterprises were improved or established, 1000 new jobs created, and 1,869 microenterprises accessed financing. Advancing Youth also disbursed 15 grants worth \$1,282,000 that will lay the foundation to create 1000 jobs and establish or improve 1,800 businesses.
8. Agriculture and Nutrition Policy: Activities will facilitate an inclusive policy where women and youth are involved in the policy reform process, such as fostering a national advocacy platform for women farmers and/ or producers or on gender-specific pathways to improving nutrition, will be a priority for project implementation in order so women and youth are equally represented and have a voice in policies that directly affect their ability to participate in the economy and improve nutrition.
9. Leveraging the Private Health Sector in Tanzania: Recently-graduated nurses face the stress of health staffing shortages frequently forcing them to function beyond their educational preparation because their education is largely theoretical with limited practical training. Such limitations leave them feeling unable to fulfill their role and responsibilities. Outcome 2.2 of this activity calls for improved induction orientation, refresher sessions, and job aids for nurses at CSSC health facilities. Expanding the capacity of high yield CSSC health facilities to become full Care and Treatment Centers or Refill ART sites will result in more convenient and comprehensive care for both men and women. The current objectives of PEPFAR/Tanzania

includes increasing HIV testing and immediate treatment as needed among adolescents (9-14 years old), both males and females. Another priority is addressing gender based violence that occurs most frequently when women reveal their HIV+ status to their partners (outcome 2.3).

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## Annex 3: Geographic Focus and Maps

USAID cannot deliver 100 percent of all the development needs to all Tanzanians under this ambitious strategy targeting nearly 80 percent of the population. We must focus our efforts to work intelligently and efficiently, especially in times of lowering budgets and growing needs in the face of the COVID-19 pandemic. USAID will focus our work by determining a geographic focus. In order to determine where to work, we will prioritize geography based on fundamental questions related to: community and government commitment and capacity; potential leveraging; learning from prior work and relationships; need; and relationship to other USAID, USG, GOT, or development partner activities in the same area.

To identify where investments should focus, mission staff designed a set of questions to drive decision making. The responses to these questions identified clear geographic hotspots for implementation. Moving forward, activity design teams will be required to respond to the following geographic prioritization questions to ensure the mission's geographic targeting continues throughout the life of the strategy:

1. Does working with the target community/entity improve Tanzania's overall journey toward self-reliance?
  - a. How does this advance the community's capacity to achieve self-reliance?
  - b. How does this advance the community's commitment to achieving self-reliance?
2. Is the targeted community and local government committed to the intervention? Is the national government committed to the intervention in this geography? If so, what is their investment in/commitment to the activity?
3. What does our work in Tanzania tell us about working with this particular community? Does the data reinforce the hypothesis of greater success here than in other locations?
  - a. Based on building off of prior work and relationships;
  - b. Capacity of beneficiaries to engage in the work that is needed;
  - c. Level of need (this is elevated when discussing infectious disease); and
  - d. Internal and external learning.
4. What other USAID interventions are happening in the community? How will the activity integrate with the other USAID interventions?
5. What other USG activities are in the area? How will the activity integrate?
6. What other donor or Government of Tanzania activities are working in the area? How will the activity integrate?

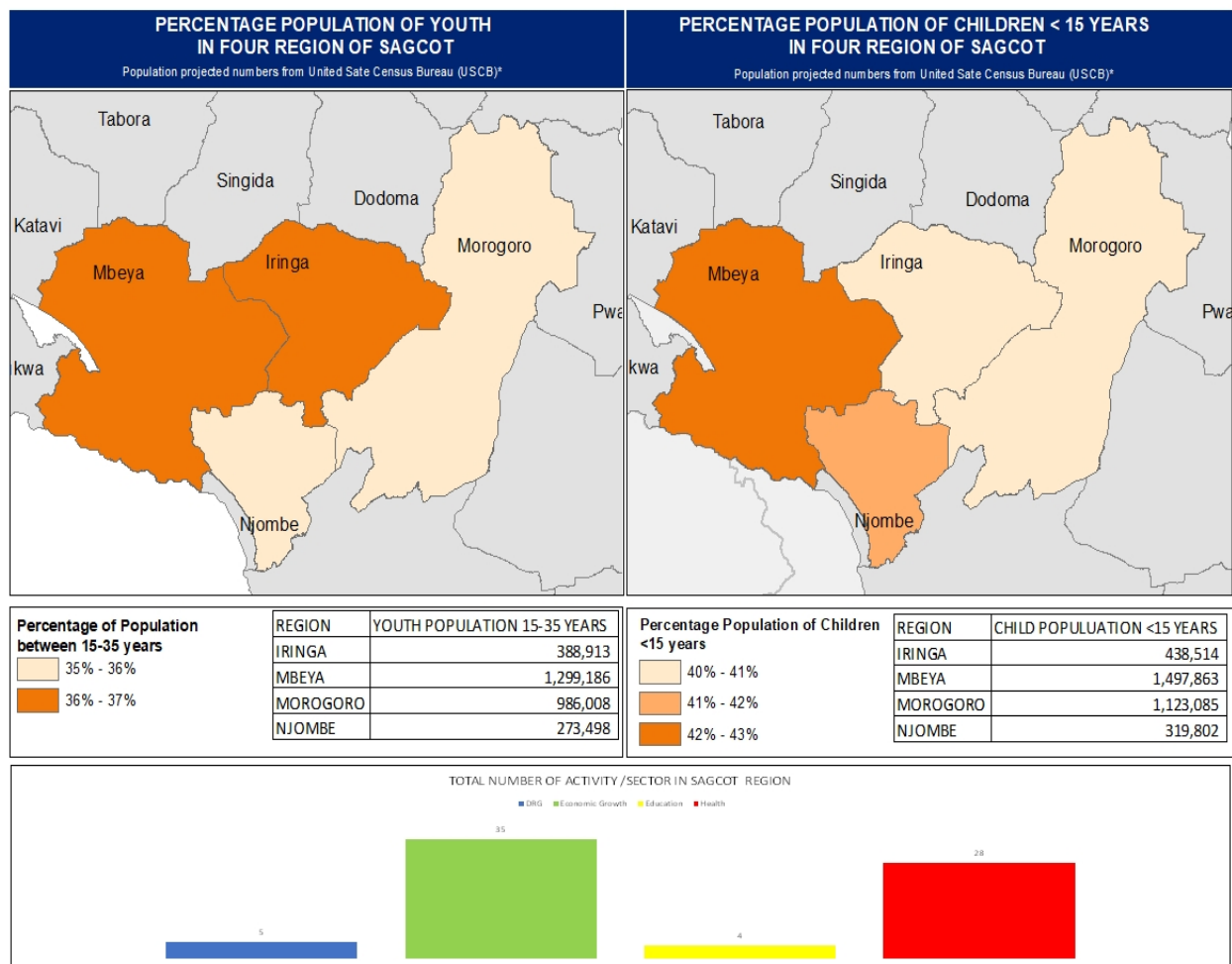
After analyzing the criteria, three natural clusters emerged as broad areas for USAID's interventions: Southern Agricultural Growth Corridor of Tanzania (SAGCOT), Lake Western Zone, and Zanzibar. During the previous CDCS, the mission prioritized these regions and built a foundation of alliances, local government commitment, and a synergy of support networks from clusters of different interventions. The data indicates, from evaluations and assessments,



that the best use of our funding is to continue to build upon prior investments in these previously prioritized geographical regions which continue to have deep development needs. Building on strong partnerships, we can lean in on capacity building across our sectors and have a greater impact on Tanzania’s journey to self-reliance.

The following maps of the SAGCOT, Lake Western Zone, and Zanzibar demonstrate the concentration of youth and children in those priority areas. Mbeya and Morogoro have large youth populations. Iringa has one of the highest concentrations of youth in the country, especially youth under 25. In the Lake Zone, over 45 percent of the population is under the age of 15. Zanzibar’s population mirrors that of the rest of the country with 43 percent of the population under the age of 15. The median age of a Zanzibari is 18.4 years.<sup>72</sup> Concentrating on these three priority areas will allow us to focus our assistance in a way that maximizes our impact on Tanzania.

Table I: SAGCOT



<sup>72</sup> [Basic Demographic and Socio-Economic Profile, Tanzania Zanzibar \(NBS 2012\)](#)

Table 2: Lake Western Zone

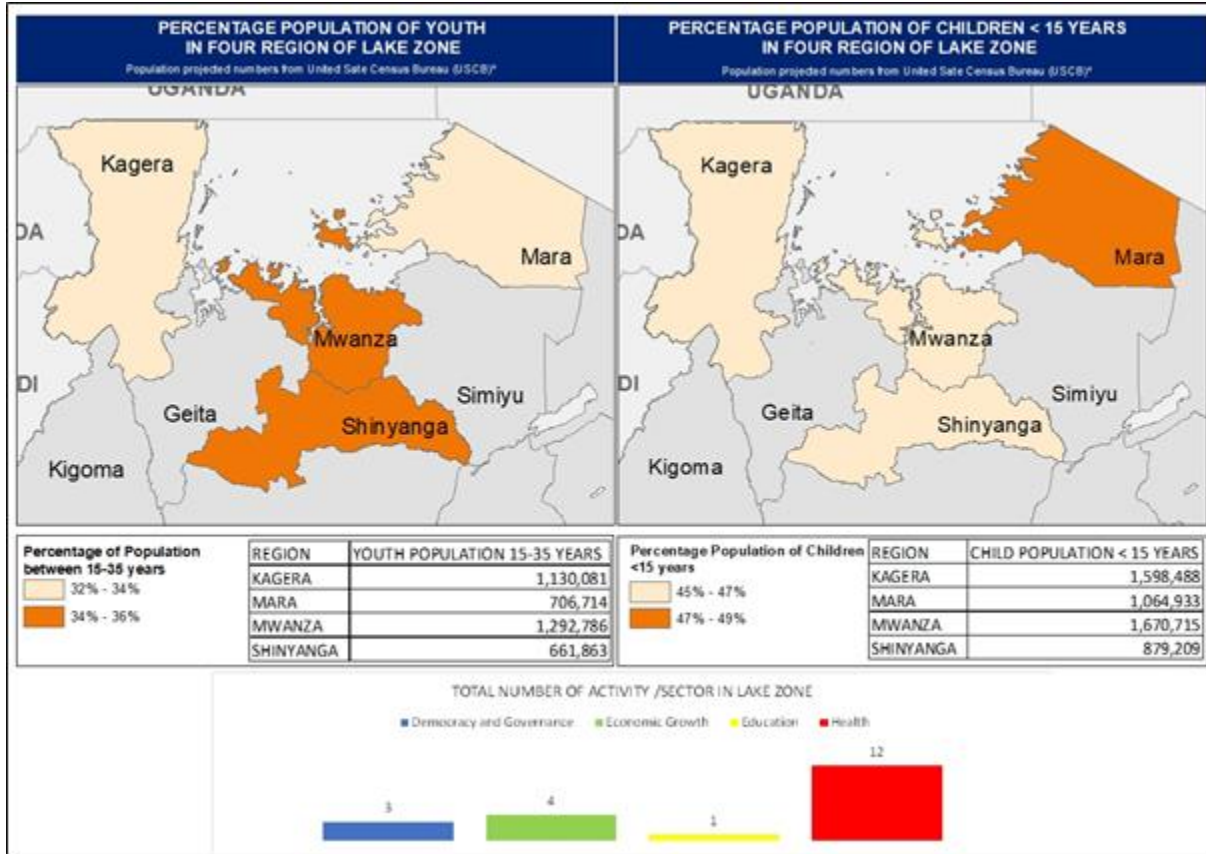
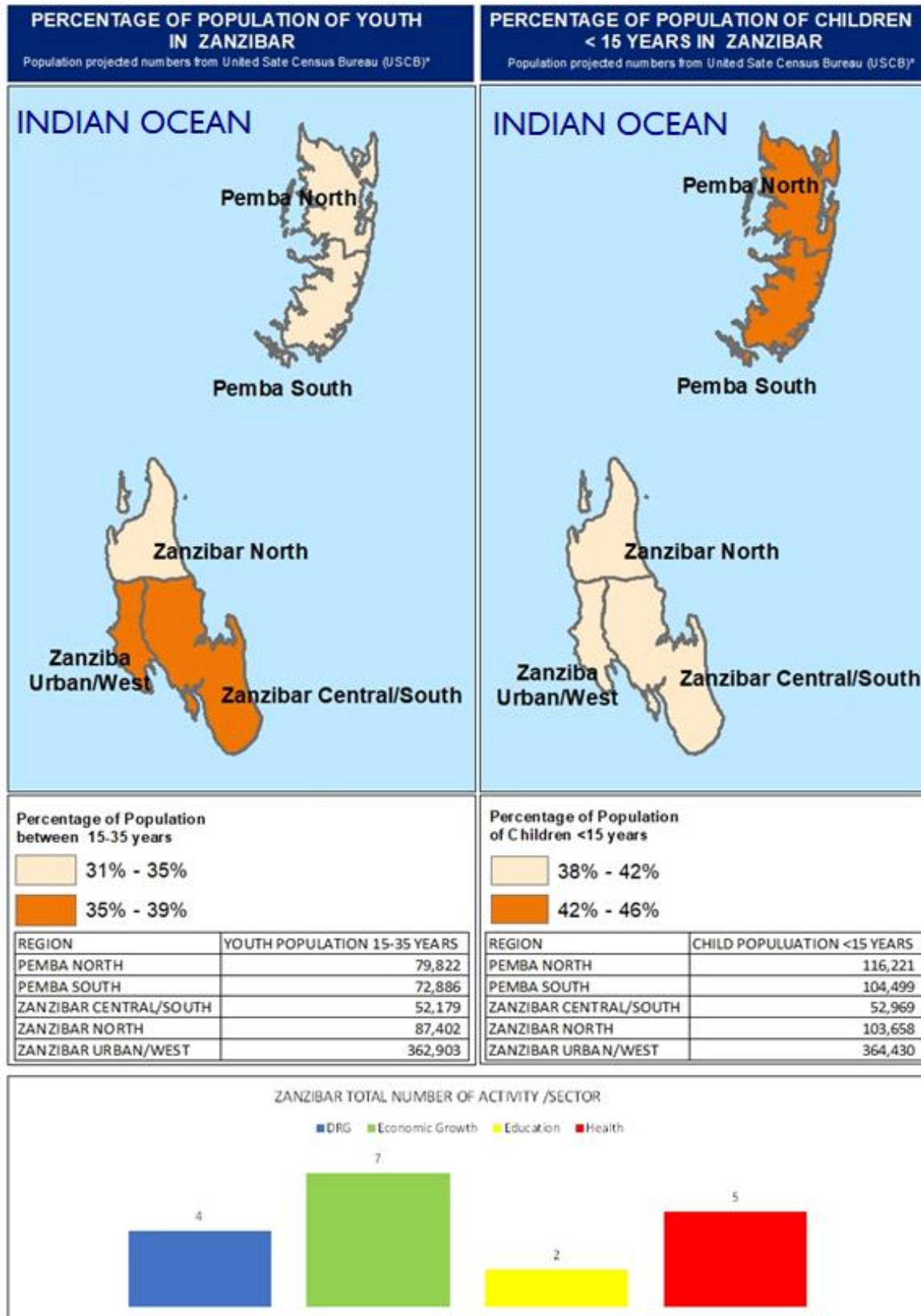


Table 3: Zanzibar



While this CDCS will have three primary geographic focus areas, the mission must maintain flexibility to address epidemiological needs driven by disease burden and other imperatives. The mission will respond to needs as presented, but will challenge all design teams to justify any work outside of our stated priority regions based on the six criteria listed in this annex. The mission will continue to integrate activities to multiply results, track integration through more purposeful monitoring and evaluation planning, and ensure that activities and programs justify their geographic and thematic integration at the concept stage. The mission will coordinate, through donor and interagency working groups, with other development partners to share successes, coordinate responses to need, unify our message, and maximize our resources.