

## Executive Summary

### Achievements

In 2011 UNICEF supported positive change in the lives of Tanzania's children by advocating for policy reforms, responding rapidly to emergencies, building capacity of service providers, and by supporting more coherent planning by the UN family.

UNICEF Tanzania began a new Country Programme in mid-2011 providing technical leadership to develop the world's first United Nations Development Assistance Plan. The UNDP Results Monitoring System, spearheaded by UNICEF, enabled 20 UN agencies to develop common Annual Work Plans that were used for transparent results reporting, a major milestone for UN coherence at country level.

UNICEF continued to build its evidence base to gain political commitments and leverage resources in priority areas such as Social Protection, WASH and Nutrition. Analytical work was supported on: adolescents, children with disabilities (including albinism), children in detention, violence against children, urbanization, and young persons with HIV and AIDS. National stakeholders renewed commitments to School WASH, PMTCT, Child Justice and HIV Prevention through adoption of strategies and plans, issuance of public statements, and enactment of legislation. Political support for nutrition soared with the Prime Minister's establishment of a High Level Nutrition Steering Committee; the government's decision to create a special budget line for nutrition and to designate nutrition focal persons in all districts; and the government's endorsement of the National Nutrition Strategy.

The high-level launch of Tanzania's Violence against Children (VAC) Survey and the government's "Priority Responses" took place with the participation UN Deputy Secretary General. This marked a major advance in the national agenda for child protection. This was further strengthened by the visit of the Special Representative of UN Secretary General on VAC. "Priority Response" commitments are being translated into a National Plan of Action for VAC Prevention and Response.

### Challenges

Although positive advances were made in many sectors, policy and programming related to Social Protection, IECD, Birth Registration and Sustainable Water Supply require greater national momentum and better implementation. Some ministries, such as Ministry of Health and Social Welfare, experienced persistent problems in timely completion of activities and liquidation of cash transfers that significantly impeded AWP implementation.

UNICEF's internal capacity was significantly affected by high staff turnover, particularly in key posts including Deputy Representative, Operations Chief, Health Chief, HIV and AIDS Chief, HR Manager, and Field Services Chief. Addressing safety and security risks of current office premises is of highest priority, with processes developed for a move in the first half of 2012.

### Collaborative partnerships

Partnership with Tanzania Social Action Fund (TASAF), World Bank, DfID and WFP were critical to formulation of a child sensitive national safety net programme due to start implementation in July 2012. UNICEF partnered with government, WB and other development partners for Tanzania's first Public Expenditure Review on Nutrition and for mainstreaming of children's issues into the Rapid Budget Analysis and Public Expenditure Report as well as Tanzania Statistical Master Plan.

## Country Situation

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The Tanzanian economy continued to perform well during 2011, reporting 6–7% growth and relatively stable external and fiscal balances, though with increasing pressure from the growing fiscal deficit, higher inflation and weakening balance of payments. The fiscal deficit reached 6.9% of GDP in 2010/11 (up from less than 5% during FY2005/08), inflation surged from 4.5% in September 2010 to 17.9% by October 2011, and the local currency depreciated by 20% over the past year. The worsening fiscal deficit was a result of higher recurrent spending (with the wage bill rising by almost 60% in real terms between June 2008 and 2011), relatively stagnant revenue collection and lower than anticipated aid flows. The government had to lower the execution rate of expenditure and use non-concessional borrowing, leading to a rapid increase in the level of public debt to GDP from 29% in FY2008 to over 40% in June 2011. This surge has raised concerns about fiscal sustainability. The approved 2011/12 budget failed to address those concerns, projecting a fiscal deficit of 8% of GDP. The authorities have recently agreed with the IMF to cut the deficit to 6.5% of GDP for 2011/12. This adjustment will entail a spending cut of about 1.0% of GDP compared to initial projections in the 2011/12 budget. Fiscal risks have not dissipated notably in view of the uncertainty surrounding (i) the fiscal costs associated to the Emergency Energy Plan; and (ii) accumulated arrears in the road sector.

In July 2011, the second generation of Tanzania’s strategy for growth and poverty reduction, known by its Swahili acronyms of MKUKUTA for Mainland and MKUZA for Zanzibar, came into existence. MKUKUTA/MKUZA II span five years through June 2015 and, as the previous strategy, have a strong focus on children especially in Cluster 2 that aims at Improvement of Quality of Life and Social Well Being.

The planned 2011/12 budget continues to give a great deal of attention to (i) MKUKUTA priorities (3/4 of planned budget expenditures), with stable allocations towards clusters 1 (infrastructure) and 2 (social services); (ii) capital investment spending (from 18 to 26% of total budget between 2011 and 2012); and (iii) priority sectors (60% of total expenditures). Among the six major sectors (education, health, water, agriculture, roads and energy), the government’s priority is shifting from social spending to economic services. In particular, health spending declined as a percentage of GDP and total government budget to 8.5%. The decrease in health budgets keeps Tanzania further away from achieving the goals of Abuja declaration, with no change in development expenditures and almost 40% donor funding of the sector. By contrast, education spending as share of GDP has continued to increase (to 5.2% in 2010/11 from 4.6% in 2009/10, and projected to increase further to 5.8% in 2011/12), and remains the largest spending sector. Yet early childhood education, subsumed under pre-primary education, receives less than 0.6% of total child-related education spending. As share of total spending, education spending is projected to decline to 18.1% in 2011/12 from 18.9% actual spending in 2010/11.

In an attempt to shift from short-term crisis management, macroeconomic stability and pro-business reforms to broad-based economic growth and poverty reduction, the government launched the Five Year Development Plan 2011–15 on July 1st. However, the plan downplays the importance of investment in the social sector. As the FYDP serves as a basis for national budget planning, the achievement of MKUKUTAII goals will require significant advocacy for sustained investment in Cluster 2 priorities. Along with MKUZA II, Zanzibar initiated a review of Vision 2020 during 2011.

The Union government of Tanzania presented its report on the Universal Periodic Review on the international human rights treaties, and is due to submit its report to the UN CRC in early 2012. In turn, the RGoZ has achieved significant progress in building a coordinated child protection system with the signing of the Children's Act 2011. Its main pillars include enhanced efforts to observe children’s rights, and to build a national child protection system and a child justice system on the Isles.

In June 2011, a High Level Nutrition Meeting was convened by the Prime Minister together with the US Secretary of State and the Irish Minister of Foreign Affairs. The Prime Minister confirmed that Tanzania “fully endorses and supports” the Scaling Up Nutrition (SUN) movement, and announced a series of steps that the government will undertake to address the country’s nutrition situation. Already, a National Nutrition Strategy was launched by the Prime Minister in September, and its costed implementation plan is expected to be completed during the course of 2012. The NNS aims to ensure that all Tanzanians attain adequate nutritional status through policies, programs and partnerships that deliver evidence-based and cost-effective interventions to improve nutrition.

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Another important development involves the preparations for the launch of a national social safety net programme as part of the third phase of the Tanzania Social Action Fund from 2012–22. The overall TASAF III programme aims “to enable poor households to increase incomes and opportunities while improving consumption” through the implementation of three components: a national safety net incorporating transfers and wages linked to participation in public works and beneficiary co-responsibilities aimed at improving human capital; community-driven interventions to enhance livelihoods and increase incomes; and targeted infrastructure development. Policy choices for TASAF III were preceded by discussions of different policy options. With the National Social Protection Framework still pending adoption by the Cabinet, the start-up of TASAF III in 2012 is expected to help operationalize the national social protection agenda for the next 5–10 years.

The loss of the Global Fund Round 4 Rolling Continuous Channel and cancellation of Global Fund R11 will have major impacts on OVC/MVC and prevention programs, particularly on PMTCT and paediatric AIDS programmes as supplies are mostly funded by GFATM. Achieving the targets for the elimination of new infections by 2015 will require additional resources.

No reports have been published on the progress in achievement of the MDGs since the mid-way evaluation in 2008.

## **Who are the deprived children in your country context?**

Release of a new TDHS in 2011 confirmed that infant and under-five mortality have improved notably in recent years. U5MR declined by almost 11% from 2004/5 to 81 deaths per 1,000 live births, while IMR dropped by about 12% to 51 deaths per 1,000 live births. Disparities are nonetheless found by household wealth status: among the lowest wealth quintile, mortality rates were 103 and 61 per 1,000 live births, compared with U5MR and IMR rates of 84 and 63 per 1,000 live births, respectively, in the highest wealth quintile. Educational attainment of the mothers reveals the same pattern: for children of mothers with no education, U5MR and IMR rates were 97 and 63 per 1,000 live births, respectively, compared with 73 and 52 per 1,000 live births among mothers with more than secondary education.

Disparities in service access and in maternal and child outcomes persist across all sectors. Large disparities are found by household wealth status, by educational attainment of the mother and by residence (between rural and urban areas and between regions and districts). According to TDHS data:

- For women in the lowest wealth quintile, the rate of skilled attendance at delivery was 33% compared with 90% of women in the highest wealth quintile.
- For mothers with no formal education, the rate was 34% compared with 86% for mothers with secondary education or higher.
- For women in rural areas, the rate was 42% compared with 83% in urban areas.

## **Data/Evidence**

A wealth of socio-economic data from different sources exists in Tanzania and was used in developing the United Nations Development Assistance Plan 2011–15. The use of data from regular surveys like TDHS, HBS and Tanzania HIV/AIDS and Tanzania HIV Malaria Indicator Survey (THMIS); census and routine systems such as BEST (education) and the Annual Health Abstract (health); and UNICEF reports (e.g. SITAN, Violence against Children, Adolescence in Tanzania) provided evidence to inform the selection of Country Programme components and geographic areas for UNICEF support. They also provided evidence for monitoring MKUKUTA/MKUZA achievements, the MDGs as well as progress in meeting sector-specific goals and targets.

During 2011, the Country Office published two volumes of a situation analysis on Children and Women in Tanzania – one focusing on Mainland (Vol.1) and Zanzibar (Vol.2). It also published a seminal report on Violence Against Children and one on Adolescence in Tanzania, which served as a companion volume during the launch of the State of the World’s Children. The VAC survey has highlighted the extent to which Tanzanians are exposed to violence during their childhood, and has served to advocate for a multi-sectoral response plan that involves commitments from a wide range of ministries, the Police and the Justice sector. The report on adolescence, in turn, has identified notable progress in girls’ attitudes towards early marriage and unprotected sex, but has also highlighted areas where progress is still lagging and disparities persist

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among boys and girls.

Further analytical work is currently under way and will be completed during 2012. It focuses on some of the most deprived and/or vulnerable children and adolescents, with the aim of informing programme and advocacy while strengthening the overall equity focus of the Country Programme. Notable among the work being done is a report on children growing up in urban areas (intended to serve as a companion to 2012 SOWC) and three situation analyses, respectively on: i. adolescents and young people living with HIV and AIDS; ii. children with disabilities; and iii. children with albinism.

Work is also planned to be undertaken in 2012 on vulnerability and social protection, and on inequities in health and in nutrition. It is expected that this work will strengthen the evidence base to inform policy and programme choices in the roll-out of Tanzania's first national safety net programme, its integration with supply side interventions in the social sectors, and the implementation of the newly adopted national nutrition strategy.

## Monitoring Mechanism

During 2011, UNICEF continued to work in partnership with the National Bureau of Statistics and the Zanzibar's Office of the Chief Government Statistician in supporting the inclusion of child-sensitive indicators in national surveys and data collection exercises. This was done primarily through intense engagement during the design and implementation of the second round of the National Panel Survey, the Household Budget Survey 2011 and the Tanzania HIV and Malaria Indicator Survey 2012. Support was also given to the drafting of the final report for the Tanzania Demographic and Health Survey 2010. In addition, UNICEF was highly engaged during the technical discussions on the National Census 2012 and produced a ground-breaking report on Violence Against Children in Tanzania, which was launched in mid-2011 and provides a solid baseline for tracking progress in reducing the extent of physical, sexual and emotional violence perpetrated against Tanzanian children in coming years. As part of our involvement in the national dialogue processes revolving around the design of the successor poverty reduction strategies for Mainland Tanzania and Zanzibar, known as MKUKUTA and MKUZA II, UNICEF also contributed to the mainstreaming of children's indicators into the MKUKUTA M&E Indicator Framework, which will serve to gauge progress in reaching the goals established in the national strategy up to 2015.

A major challenge to improving monitoring of results for the most deprived children and families relates to the long-standing weaknesses in Tanzania's administrative and routine data collection systems. UNDP seeks to address some of these through activities aimed at strengthening the Health Management Information System and the Education Sector Management System. An important step was also taken during 2011 with the launch of the Tanzania Statistical Master Plan and the establishment of a Joint Steering Committee which UNICEF is part of. Both the Committee and the Plan aim at improving coordination between government and development partners in support of national statistical strengthening in Tanzania.

## Support to National Planning

The government regularly monitors social sector indicators through the routine monitoring systems, especially the Health Management Information Systems and the Education Sector Management Information System. Both have problems, however, in terms of timeliness and reliability.

Regular surveys are carried out, often funded by donors. During 2011, the Demographic and Health Survey (TDHS) was released, covering both Mainland and Zanzibar, with data mostly disaggregated at regional and sometimes district level. A report was released on the second round of a National Panel Survey, and work is well advanced for the 2011/12 Household Budget Survey and the 2012 HIV/AIDS and Malaria Indicator Survey (THMIS). In turn, Zanzibar has circulated the final version of its 2010 Household Budget Survey, which will be released in early 2012.

2011 witnessed the launch of the Tanzania Statistical Master Plan (TSMP), which should serve as the basis for all statistical activities in the country, with support from donors through a basket fund modality. UNICEF has been distinguished with being selected to be a member of the Joint Steering Committee for the TSMP.

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In the meantime, preparations are going on for the National Census 2012, which will include modules on children with disabilities, albinism, and maternal mortality.

As the Tanzania Country Office moves into full implementation of a new Country Programme, several activities focus on strengthening the country's capacity to produce good quality data to assess and evaluate programme progress and outcomes. These activities involve both supporting routine data systems (for example, the education sector inspectorate system) and ensuring that surveys include questions and modules relevant to monitoring children's outcomes.

After ten years of implementation, the Tanzania Socio-Economic Database (TSED), an adaptation of DevInfo, which has given rise to 17 sector adaptations, is undergoing its first evaluation. The results from the evaluation will help inform strategic choices moving forward, as a mature product faces new challenges relating to how to encourage greater demand for and utilization of socio-economic data for planning and policy making.

## **Any other relevant information related to data/evidence?**

Publications supported by UNICEF during 2011 include:

- [Tanzania Demographic and Health Survey 2010 \(National Bureau of Statistics\)](#)
- Children and Women in Tanzania: Volume I: Mainland, and II: Zanzibar (UNICEF)
- [Adolescence in Tanzania \(UNICEF\)](#)
- [Violence Against Children \(UNICEF\)](#)
- Poverty, growth and public transfers in Tanzania (World Bank)
- Rapid Budget Analysis for budget 2011-12 (Tanzania's Development Partners Group)

## **Country Programme Analytical Overview**

UNICEF began a new Country Programme on the 1st July 2011 to 30 June 2015, which is integrated in the United Nations Development Assistance Plan 2011-2015. The UN Development Assistance Plan (UNDAP) integrates the work of all the agencies in Tanzania, with the aim of increasing efficiency and effectiveness and reducing costs. It makes a direct contribution to government goals expressed in the national plan for poverty reduction and economic growth, known as the MKUKUTAI in the Mainland, and the MKUZAI in Zanzibar.

The office has developed its Annual Management Plan for July-June 2012. The AMP describes management and coordination mechanisms, and defines related staff accountabilities.

In the 2011-12 AWP of UNICEF Tanzania, the office reinforced its focus on equity. All sections mainstreamed equity considerations into existing activities by focusing on underserved areas in the implementation of the national programme or commissioning analytical work on marginalized children. Activities having equity as a key consideration or principal focus accounted for more than \$4 million (12%) of the AWP.

Other considerations that were systematically mainstreamed included Gender, Capacity Development, Child Participation, and Human Rights.

Most planned results of the Country Programme 2007-2011 ending in June were achieved as per the consolidated results report of the office. Others had significant progress made. At the time of preparation of the Annual Report, the mid-year review of the [UNDAP](#) AWP (2011-2012) of which UNICEF activities are a part of was on-going. The first report generated from the Results Monitoring System on completion of planned activities and achievement toward planned results shows that 56% of activities have been completed and about 25% activities have constraints or have made no progress. Final report will be available by end early February.

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## Effective Advocacy

*Fully met benchmarks*

Building on the experience of the Children's Agenda in 2010, UNICEF, government and civil society partners developed the 2012–2015 advocacy strategy to increase investment for child rights at national and local government level. The strategic planning meeting, involving CSOs from ten regions, included a review of current strengths and weaknesses in child rights advocacy and identification of cost effective opportunities for coordinated advocacy – including advocacy with Parliamentarians, with local government, with the media and for child participation linked with the Baraza la Watoto (Children's Councils). Key weaknesses include insufficient understanding of the budget process, inadequate knowledge of opportunities for advancing child participation and poor coordination/mobilization around child rights advocacy. The Children's Agenda Strategy 2012–2015 includes annual and multi-year targets, and aims to build capacity in budget understanding, to enable CSOs to advocate at the right time and in the right context at local and national levels, and a more systematic approach to advancing child participation. Key activities include production of an advocacy tool kit (available online and on CD). The kit will include development of regional profiles and analysis of disparities, including disparities in funding allocation for child rights issues at district/national level. Sharing advocacy work plans among children's agenda partners will enable closer cooperation.

UNICEF initiated a Young Reporters Network (YRN) in 2011, which aims to create/expand media space for some of the most vulnerable children. Working with CSOs and community radio, over 115 young reporters – including some affected/infected by HIV, living on the streets and in extreme poverty – are now operating in seven locations, engaged in radio journalism, video reporting, photography and use of social media. Results of the first phase of the programme showed increased recognition of the CSOs, increased confidence in the young reporters and increased audience size which led all the radio stations to expand the air time available at no extra cost. YRN radio programmes are uploaded to SoundCloud and [Facebook](#) where they are freely available for download. A national broadcaster airs a selection from the six community radio stations during a weekly broadcast.

A report on Adolescence in Tanzania was produced and launched in tandem to the 2011 SOWC report by the Speaker of the House. The launch incorporated results of consultations with young people on the findings of the study. The main report is accompanied by a version written for adolescents that is distributed through all secondary schools, district offices and to NGOs. It includes exercises for feedback to be shared through social and traditional mechanisms. Building on this experience, a more participatory study of urban childhood is underway to be launched alongside the 2012 SOWC report on the same topic. Consultations are in process in six locations involving young people, CSOs, local government officials and professionals that will supplement the literature review and analysis and lay a foundation for further action. Meanwhile, work is already underway on a study of childhood disability that will be launched alongside the 2013 SOWC on childhood disability.

### **Changes in Public Policy**

The advocacy strategy for the launch of the "Violence against Children" survey was a key achievement in 2011 that helped to lay a foundation for future action. The survey (see Child Protection section) revealed high levels of violence inflicted on Tanzanian children. It was feared that a launch that focused on these results might lead to a backlash. However, UNICEF worked closely with government and non-government partners ahead of the launch to ensure that the government had a set of "Priority Responses" in place to launch alongside the survey itself. In this way, the media focus was as much on the government's commitment to respond to the findings as on the findings themselves. The strategy in turn effectively set the stage for some significant adjustments in public policy – reflected in the commitment statements, which for the main part were delivered by the Ministers themselves.

The launch was held at the Karimjee Hall, a site associated with some of the most important pronouncements in Tanzania's history. During the event, senior government officials, including four Ministers, from the police, the education, health and social welfare, justice, and local government ministries, the Tanzania AIDS Commission, and the Ministry of Community Development, Gender and

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Children made public commitments to respond to and prevent violence against children. The commitments were filmed for broadcast, published in a booklet, and printed in leading newspapers – and have been frequently referred to since during high-level meetings. Most recently the Speaker of the House Hon. invited representatives from the ministries to discuss the commitments with Members of Parliament. Excellent design, production and branding of the Violence against Children publications, produced in English and Kiswahili (main report, summary, fact sheets, and commitments) helped to engage the attention of media, government, and development partners. Advocacy around the VAC study is helping to accelerate the establishment of Gender and Children's desks in police stations. The urgency of creating a more child-focused justice system was further emphasized following release of a UNICEF-supported study on the situation of children held in detention.

Religious leaders added their commitments to prevent violence against children during the Day of Prayer and Action for Children. Collectively these initiatives reinforcing the drive to ensure implementation of the policy changes that have been driven by the violence study.

## Leveraging Resources

During 2011, UNICEF played a key role in ensuring USAID's investment of USD 30 million in nutrition delivers results for children by advising on the focus and design of the project. This is the most significant investment in nutrition in Tanzania in the last decade, and UNICEF will continue to work closely with and guide the consortium that is leading the implementation of the project.

UNICEF further assisted the government in following up on its commitment to introduce a new budget line for nutrition by providing technical assistance to the Prime Minister's Office. This included capacity development of local government authorities on how to integrate nutrition into their plans and budgets for financial year 2012–13. All LGAs have now been oriented on the guidelines, and an increase in the allocation of government resources for nutrition is expected in Fiscal Year 2012–13.

Several other leveraging initiatives are underway particularly related to ensuring substantial funds that aim to relieve poverty and reduce the impact of HIV and AIDS are strategically invested to deliver sustainable returns for the most vulnerable children. In regard to renewed efforts by partners and the government to further develop the Tanzania Social Action Fund (TASAF) UNICEF advocated reduction of the conditions imposed on households for accessing benefits and/or the penalties for failing to comply with those conditions; to introduce a basic, unconditional benefit that will be received by all participating households regardless of size and without the requirement to comply with any conditions; and to ensure that the full US\$10 monthly transfer, as well as the choice to earn extra income through participation in asset-building cash-for-work projects, will be available to all eligible households, whether they live in communities with or without services within a reasonable distance.

In regard to child protection UNICEF advocates for a most sustainable and strategic focus on protection systems to support and assist children who are most exposed to violence, abuse, and exploitation in the revision of the National Plan of Action for the Most Vulnerable Children.

It is premature to declare complete success in these efforts, yet we are confident that UNICEF's advocacy and leadership in social protection and child protection will yield important results for children most exposed to risk and living in the poorest and most marginalized communities.

## Capacity Development

*Fully met benchmarks*

Capacity Development is a core design consideration in UNDAF 2011–2015. Embedded in the UNDAF, the UNICEF Country Programme stems from a thorough human rights based analysis carried out with stakeholders during the development of the UNDAF. The gaps in Motivation, Authority and Resources at household, community, facility, district, regional, national and donor levels have been translated into

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programme priorities in line with the comparative advantage of the UN/UNICEF. The analysis was based on existing available evidence and insights from government, CSO and UN programme managers during the development of the UNDAP.

The UNDAP outcomes are geared towards addressing these gaps in capacity of duty bearers and right holders. The translation of these into programme strategies and activities has been a mix of short and long term interventions that are reflected in the UNDAP Key Actions and detailed in the Annual Work Plans. As part of the UNDAP, UNICEF's capacity development efforts are focused on developing implementation capacity (including institutional capacity), development of policies, strategies and legislations in priority areas for children and in M&E and learning. As a result, the programme has a particular strategic focus in supporting the formulation of standards, tools, plans, frameworks and guidelines for implementation, and in analytical work and information sharing.

An evaluation of UNICEF's subnational engagement in the previous Country Programme that ended in June 2011 is currently underway and lessons are being learned. One of the known limitations of the engagement was an exit strategy to progressively hand-over the implementation of programmes to local authorities and sharing of best practices within and outside the areas of sub national focus. This could have been pursued more systematically and thus is a key consideration in the design of interventions for future sub-national engagement as part of the UNDAP.

The planned and achieved capacity development results may not always be the most saleable to donors and may cut across various organizational targets in the MTSP. The role of Regular Resources is critical in the pursuit of real capacity development, which takes time and calls for a non-traditional UNICEF engagement.

## Communication For Development

*Fully met benchmarks*

In partnership with PSI, the integrated communication programme for accelerated child survival directly reached over 800,000 individuals from low income households in seven districts through 745 trained community owned resource persons (CORPs) focusing on improving hygiene and sanitation, prevention and management of common childhood illnesses, safe pregnancy and care of the new born. Over 15 million of the general public was reached with key messages through mass media. The Information Education Communication resource pack produced for the programme is currently also being used by several other NGOs. The adoption of a social marketing approach i.e. sale of water treatment products and bar soaps by the CORPs, proved a powerful incentive with 92% of CORPs remaining active on the programme and is currently being discussed as a model option for improving and helping to resource the Community Health Worker Scheme in Tanzania. The programme was complimented by "pilikapilika" an interactive national radio series that reached over 5 million listeners.

UNICEF helped to improve public awareness of the benefits of couple testing and male partner involvement during pregnancy, use of ART, and the importance of early HIV testing among children for effective HIV care and prevention/elimination of HIV transmission from mothers to infants. Through support to the Ministry of Health and Social Welfare billboards and branded wall messages were placed in 18 strategic locations in seven districts. Other partners like Engender Health and ICAP have requested the use of these materials in other districts.

As part of institutional systems strengthening, UNICEF has supported the MOHSW to train 150 district focal points from 16 high risk districts in emergency and outbreak communication preparedness and response plans as well as to initiate the drafting and review of the national health promotion strategic framework, the latter in collaboration with WHO, World Bank and the Swiss Development Cooperation. The framework will guide the planning and implementation of health promotion interventions in Tanzania. Similarly, UNICEF has provided support for social mobilization activities during targeted Polio campaigns in the Mara Region as well as the national Integrated Measles Campaign that reached over seven million under five

children.

A collaborative effort engaging all programmes and cooperation with the MCDGC, MOEVT and PMO/RALG enabled development of the Sara and her Friends calendar for schools. Each calendar contains 12 life-skills posters as well as a poster on the Law of the Child, which can be used for continued classroom display long after the calendar year has passed. The life-skills posters feature the famous child cartoon character Sara and convey essential messages touching on health, nutrition, hygiene and sanitation, education, tolerance, birth registration and citizenship. A teacher's guide that can be used for further pedagogical exploitation of the messages and illustrations in the posters was also developed. UNICEF supported printing for 150,000 calendars and teacher's guides that are being distributed to every primary classroom in the country.

## Service Delivery

*Fully met benchmarks*

In Tanzania, service delivery is a core strategy in two contexts:

**In refugee camps** – UNICEF collaborates with UNHCR, WFP and NGOs to provide direct services to women and children in camps with over 100,000 refugees in Tanzanians most remote and poor regions along the DRC and Burundi border. A division of labour of NGO partners has been agreed in each camp and the key actions by UN agencies are highlighted in the UNDP and the common AWP for agencies working in refugee settings. Services in the camps aim to meet SPHERE standards.

**In districts** – support to service delivery is a key focus of UNICEF Tanzania's work at district level. This is achieved through training, development of tools, and distribution of strategic supplies. Lessons learnt in service delivery at local government level are taken up during policy dialogue with central line ministries. This includes demonstrating how new policies can be implemented at local level and taken to scale, discovering gaps that require policy reforms (or new policies), as well as advocating for more resources to bridge gaps in service provider skills, equipment, etc. Examples of service delivery and impact on policy in 2011 included:

Development of the National School WASH Guidelines and Toolkit, which addresses several areas including technical, managerial, sustainability, etc. requirements. UNICEF supported modeling of the school WASH guidelines on the ground through rehabilitation/construction/installation of the physical facilities, establishing the school management committees and community committees, training of the existing of newly established committees, delivering training on O&M techniques and requirements, managerial skills, accounting, training the teachers on hygiene promotion, menstrual hygiene management. The lessons learned from the field implementation by UNICEF and other sector partners will help to shape and revise the final version of the national guidelines.

UNICEF has been supporting government at the national level to develop and implement a school based in-service teacher education and training programme and system for primary school teachers. UNICEF's major focus has been at the service delivery level where it has been supporting teachers, head teachers, two levels of local government (Ward Education Coordinators and district officials) and teacher training colleges to implement a pilot programme in seven focus districts. Specifically UNICEF has supported:

Development of training modules in priority subjects of Maths and English as well as General Teaching Pedagogy;

Dissemination of the training modules to all key players in the system – implementation began in July 2011 and to date 2,052 primary school teachers from 141 selected schools from seven districts are participating;

Joint field monitoring visits of GoT and UNICEF teams to assess how the system itself is working as well as to overcome any challenges with the pilot;

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District and school level capacity building on monitoring and evaluation of the pilot; and

National level advocacy to ensure GoT and districts include school-based INSET in their budgets so that the government can meet its commitment of beginning roll out of the programme nationally in 2012.

## Strategic Partnerships

### *Fully met benchmarks*

UNICEF Tanzania supports and participates in several sectoral and multi-sectoral forums/partnerships – including in nutrition, child protection, education, WASH, HIV and AIDS, adolescent girls and child rights advocacy. Through these forums UNICEF aims to build consensus while advocating for strategic cost-effective choices, and promoting local ownership and leadership. Transactional partnerships are based on capacity assessment and governed by PCA guidelines including HACT assessment. Key initiatives include:

The Child Protection Working Group engages government, CSO, UN and bilateral partners in a forum dedicated to sharing best practices in child protection. UNICEF advocates/supports CSO partners to strengthen national systems and structures for child protection, ensuring these are mainstreamed into the national MVC programme.

The Multi-Sector Task Force on Violence against Children (MSTF VAC) brings together government, CSO, UN and other partners. The MSTF guided the Violence against Children survey and is the forum for planning and coordinating the national response. The MSTF has been especially effective in strengthening and integrating the VAC response with MVC, HIV and GBV programming.

UNICEF supported the establishment of PANITA, a national civil society platform that aims to ensure all Tanzanians attain adequate nutritional status as an essential requirement for a healthy productive and reproductive nation. PANITA provides a forum for the exchange of information and a policy and practice dialogue on nutrition; builds capacity of civil society organizations to engage more effectively in quality nutrition services, planning and policy processes; and advocates for increased prioritization of nutrition in national and community level development plans.

UNICEF worked closely with the Forum for African Women Educationists – Tanzania Chapter (FAWE Tanzania) to establish Tanzania Gender in Education Initiative at national, district and ward level in 11 districts to foster gender equity in participation, performance and retention at primary and secondary schools. Lessons from this experience are enhancing government and UN programming with a particular focus on improving retention and performance of girls in school.

In order to better plan future programming and implementation strategies, in 2010/11 UNICEF undertook a mapping and validation exercise of civil society organizations. The initial mapping exercise focused on organizations that are active in advocacy, prevention and response to issues of child abuse, exploitation and violence, with the aim of identifying what type of assistance is available, and where, in order to inform development of additional services for victims of violence. The CSO database developed during the mapping exercise will be utilized in referrals and service delivery as the Child Helpline begins operation – scheduled for early 2012.

UNICEF continues to assess the achievements and strengths of partners, support and build capacity in developing proposals in accordance with UNICEF rules and regulations. The WASH team, for example, gives particular support to capacity development of TAWASANET as the only national WASH network (NGO) with grassroots presence across the country – assisting improvement in financial management and book-keeping as well as in technical areas of water supply and hygiene promotion.

### **Mobilizing Partners**

The regional focus of the new Country Programme has shifted to incorporate the contiguous regions of

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Mbeya, Ngombe and Iringa – regions that were selected in cooperation with government to ensure advancement of the equity agenda. Identification of these regions followed a detailed analysis of more than 25 key survival (nutrition, health and WASH) indicators, six HIV and nine education indicators. (Lack of data at the regional level precluded use of child protection indicators.) From this analysis, one key indicator was selected per sector – the level of stunting in children below two years, the percentage of girls who passed the primary school leaving exam in 2010 and the prevalence of HIV among girls and women aged 15 to 24 years – and used to ensure the regions where UNICEF focused efforts include some of the most vulnerable children in Tanzania. Subsequent meetings with regional authorities and assessment of district level vulnerability data as well as partner identification and assessment is ensuring a focus on integrated programme strategies delivering community-level results for the most vulnerable children and lessons that will feed into district, regional and national strategic planning.

Advances in community-level initiatives are underway in the WASH programme. UNICEF has finalized the draft National School WASH Guidelines. Consultative workshops have been convened nationwide with government counterparts and NGO partners to ensure ownership and buy-in. Piloting is well-advanced with the draft guidelines in use by majority of the NGO partners and government continuously advocating for its use. The NGO partners are currently using the guidelines for scaling up of school WASH using their respective resources resulting in more primary school children with access to WASH facilities every day.

Moreover, UNICEF has recently commenced development of a standard community-based WASH package including hygiene promotion, improved sanitation and household water treatment and safe storage. Prior to development of the first draft, UNICEF convened several meetings with government counterparts and sector partners to test acceptance; it was very well received. Upon completion, the standard package will be utilized by sector partners to ensure deprived children are reached with their basic WASH needs.

## Knowledge Management

*Fully met benchmarks*

To address knowledge gaps in the country and strengthen the overall equity focus of the Country Programme, UNICEF commissioned an analysis of the situation of children in conflict with the law and an assessment of the access to justice system for under-18s.

The office continued strengthening its internal learning and sharing by continually updating its local intranet and internal knowledge base with up-to-date researches, studies, and evaluations on issues around women and children. In addition, the office implemented minimum standards for sharing to facilitate easy access of information. These include: utilization and management of office shared drives, e-file naming standard, intranet page templates, documents that need to be developed or collected and shared through intranet, shared drives and other means. The office organized six brownbag presentations on latest evidence around women and children and issues that affect UNICEF programmes, staff wellbeing, and women and children in general. Weekly TV programmes that are educational, informative and focused on innovations are shown every afternoon in UNICEF corridors.

The country office developed, through consultation with CMT, KM focal point and PME section, office wide KM accountability and standards to institute a culture of learning and institutionalize KM into day-to-day work. The KM accountability structure outlines individual KM responsibilities of project officers, section chiefs, KM focal points, the CMT and the Representative. It also outlines monitoring and reporting requirements, and reward and recognition schemes. The accountability structure is endorsed by the CMT and is being implemented. KM focal points profile was revised and one on one orientation provided to enable them to provide orientation and technical support to staff within their section. Furthermore, KM orientation was provided to new staff that joined the office in 2011.

Building on the internal knowledge management work, the country office further extended its knowledge management effort to benefit development stakeholders and country counterparts. The office is currently

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developing a Portal of Knowledge on Children to support dynamic knowledge exchanges with development stakeholders and government counterparts. The portal will cover five components: Wiki, Discussion Board, Digital library, Indicator Database and Expertise Rosters. The country office implemented two components - the wiki, which is the home for the Situation Analysis of Women and Children in Tanzania and the discussion board, an online space where issues related to women and children can be discussed freely. Both systems will be available to the public in early 2012.

UNICEF provided a similar technical support to government counterpart to improve national capacity for generating, using, and managing knowledge through trainings and development of content management system. The office supported the development of Content Management System for Zanzibar AIDS Commission, which was launched by the Vice President of Zanzibar on World AIDS Day.

As part of upstream strategic support, UNICEF supported the development of Management Information Systems in Education (Inspectorate MIS), Child Protection (CP MIS & web-based CSO GIS), and vaccine stock management information system.

## Human Rights Based Approach to Cooperation

*Fully met benchmarks*

In preparation of the UNDAF, the office used a human rights based approach to programming process. The Situation Analysis of Children and Women helped in identifying the unmet child rights and engaged in a participatory causality and role and capacity gap analysis. This helped the office agree on the key priorities UNICEF is pursuing in the new Country Programme.

UNDAF take into account existing inequities, whether geographical, gender, socio-economic or demographic. Furthermore in 2011, UNICEF together with national stakeholders has initiated analytical work on specific equity issues including children with Albinism, children with disabilities, adolescents and young people living with HIV, and children growing up in cities.

The current

Country Programme has seen improved mainstreaming of children's right to be heard in Project Cooperation Agreements with partners and in office Annual Work Plans. A national child participation toolkit, which contains practical guidance notes and facilitation methods to interact with children and community members is available and trainings are underway to operationalize it. The National Strategy for Child Participation under the leadership of the Ministry of Community Development, Gender and Children (MCDGC) is close to finalization and will provide guidance on how to implement child participation in practice.

UNICEF supported MCDGC to undertake a series of consultations with government and non governmental stakeholders and children on the Mainland and in Zanzibar during 2012, in order to prepare the State report to the Committee on the Rights of the Child. A technical drafting group comprised of key ministries and CSOs was also supported to prepare the submission, and a high-level government management meeting approved the final report on 4th January. It is envisaged that the report will be submitted to the Committee by the end of January.

There has been concerted effort in evaluation ToRs to assess if the implementation of interventions was rights based.

## Gender

*Fully met benchmarks*

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During 2011, UNICEF published the Situation Analysis of Children and Women in Tanzania and a report on Adolescence in Tanzania which are core documents incorporating thorough gender analysis that are informing programming in UNICEF and beyond. UNICEF has recently embarked on an in-depth analysis of the specific vulnerabilities of adolescent girls to HIV and is assisting a similar assessment to identify the specific causes of poor performance and early drop-out from education by girls. Based on these studies and other analyses, the Adolescent Girls Initiative for Tanzania, of which UNICEF is a core member, is developing a coordinated work plan for the empowerment and equality of adolescent girls.

Building on the gender audit conducted in 2010, each section undertook a thorough review of the new Country Programme outcomes, outputs and activities from a gender perspective – giving particular attention to the annual work plans for 2011/2012. The results of the AWP review were presented to the UNICEF Tanzania gender team – and went beyond the use of gender-aware language, to include discussion of the implications and strategies for achieving gender-related results. As a result, gender is more comprehensively mainstreamed in the new Country Programme with clear deliverables and accountabilities, and a more conscious commitment to achieve results in gender equity.

UNICEF Tanzania is an active participant in the Inter-Agency Gender Group (IAGG) and the Development Partners Group on Gender (DPG/G). UNICEF played a key role in advancing gender equality as a continuing commitment for UN advocacy. Utilizing funds provided by the One UN Fund, UNICEF recruited the consultant who is working with the IAGG and the Human Rights Working Group on the development of an integrated gender/human rights advocacy strategy that will be launched in early 2012.

The education team continues to work with FAWE Tanzania to advance gender responsive pedagogy and programming for gender in education through a series of trainings and follow-up with district education officials, head teachers, teachers and ward education coordinators. FAWE Tanzania has also trained teachers and pupils on the establishment of TUSEME (Speak Out) groups for gender empowerment and life skills for both boys and girls. One major advantage of working with FAWE Tanzania in this area is that the programme is now built on a sustainable local structure thereby creating the enabling conditions for cost effective replication and going to scale.

## Environmental Sustainability

*Fully met benchmarks*

UNICEF is pursuing increased focus on environment sustainability as part of the UNDAP.

In UNDAP, **Environment and Climate Change** is a dedicated Programme Working Group and has a USD 96 million plan with seven agencies (UNDP, UNEP, FAO, UNESCO, UNIDO, UNIFEM and WFP) participating. As part of the plan, the UN aim to ensure that key ministries, departments and agencies (MDAs) and Local Government Authorities (LGAs) integrate climate change adaptation and mitigation in their strategies and plans. Furthermore, relevant MDAs, LGAs and non-state actors improve enforcement of environment laws and regulations for the protection of ecosystems, biodiversity and the sustainable management of natural resources.

Even though the larger focus of the UN system has been to mainstream environment sustainability in the national programmes, environment sustainability has been an important consideration in the preparation of the UNDAP. Across the UNICEF planned results and interventions in the UNDAP and its AWP, the use of environment friendly materials, channels and techniques for delivery of information and services has been reflected. In education, safe environment facilities at preschool level have been emphasized, while the school inspectorate system will include observations relating to school environment. In WASH, the use of environment friendly technologies will be encouraged as part of school WASH and sanitation. Hygiene will be part of the improved sanitation agenda. In emergencies, national disaster management policy operational framework and dialogue structure will utilize environment impact assessments, as applicable

and feasible. Local capacity strengthening in EPR will prioritize areas affected by adverse weather changes.

### **South-South and Triangular Cooperation**

As part of its commitment to capacity building and South-South learning, UNICEF facilitated in July 2011 two-week study tour of three government officials to Mombasa (Kenya) to attend a course on Social Protection.

The course covered a range of topics including: the role of social protection in reducing poverty, vulnerability and social exclusion; the identification of appropriate social protection instruments for specific country contexts; the design of social protection and cash transfer programmes; implementation issues, including registration, targeting, payment and information systems; monitoring and evaluation approaches for social protection systems; case studies of successful programmes around the world.

The visit included field trips to see Kenya's social protection system in action.

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## Country Programme Component: Health and Nutrition (YCSD)

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Strengthen national health systems, maternal and newborn care, community-based health care and early childhood development, PMTCT and paediatric AIDS, as well as nutrition, for scaled-up delivery of health and nutrition services, to accelerate child survival and development gains and improve maternal health.		2 FA1OT4, FA1OT8, FA1OT10, FA3OT1, FA3OT4, FA1OT13 (b)

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	% Spent (4)/(3) * 100
OR-E				
OR-R	6230250.00	7976313.00	6834797.00	85.69
RR	6694000.00	5880127.00	5446123.00	92.62
<b>Total</b>	<b>\$12,924,250.00</b>	<b>\$13,856,440.00</b>	<b>\$12,280,920.00</b>	

### Results Achieved Health

Continuing efforts to maintain Tanzania polio-free status, included two polio Immunization Days in five regions; about 2.3 million children under five years were vaccinated (>98% of target).

Following an outbreak of measles in several districts in the Mainland and Zanzibar a National Integrated Measles Campaign (measles and polio vaccination, vitamin A supplementation and deworming) was conducted in November reaching over 6.6 million children with measles vaccine and 7.8 million with polio vaccine (>96% of target).

The capacity of all 26 Regional Health Management Teams was strengthened to improve the quality of maternal, newborn and child health (MNCH) services through integrated supervision. The Improving Newborn Survival Project in Mtwara Rural District reached over 5000 pregnant and postpartum women and their families with information and counseling on MNCH services and home care practices for the newborn.

### PMTCT

Access to PMTCT services increased: 90% of pregnant women have access to HIV testing, 70% of those HIV infected and 57% HIV exposed children receive ARV prophylaxis.

National PMTCT guidelines were revised in line with the 2010 WHO guidance; bottleneck analysis for PMTCT conducted; national PMTCT plan revised and development of a costed plan for elimination of MTCT on-going.

District level: 412 service providers trained on PMTCT/Early Infant Diagnosis; 166 Community Owned Resource Persons (CORPS) trained on community PMTCT; 172 HIV infected women trained on PMTCT follow up; 328 wards and villages reached with community mobilization for PMTCT.

### Nutrition

Prime Minister announced 6 major commitments, including: establishment of a High Level Steering Committee for Nutrition (HLSCN), launching of the National Nutrition Strategy (NNS), creation of a budget

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line for nutrition, and designation of nutrition focal persons in all districts. UNICEF provided technical support to guide the HSCN to develop its one-year work plan

Guidelines on planning and budgeting on nutrition have been prepared for 6 key sectors (health, agriculture, community development, education, water and planning), and rolled out to all 133 districts to assist in integrating nutrition into the plans and budgets for 2012–13.

Vitamin A supplementation coverage in children aged 6–59 months has been sustained at >90%.

In Zanzibar, services for the management of severe acute malnutrition (SAM) have been scaled up to cover all 158 health facilities and surrounding communities; an estimated 2,500 children received care and treatment.

UNICEF successfully advocated for the legislation on mandatory salt iodization in Tanzania, and developed a partnership with the International Council on the Control of Iodine Deficiency Disorders to strengthen quality assurance and control of salt iodization.

## Community health

In partnership with PSI, around 800,000 people in seven districts were reached by 742 trained CORPs with key messages on health and nutrition behaviour. An estimated 12 million people were reached with messages on exclusive breastfeeding through various media. In seven districts, road shows, wall branding, public billboards and community engagement actions on exclusive breastfeeding reached 280,000 people. In addition, 144 district focal points in 16 high-risk districts received training on communication strategies to respond to disease outbreaks.

## Most Critical Factors and Constraints

There have been challenges in the timely completion of activities and liquidation of funds by the Ministry of Health and Social Welfare, which had a negative impact on the implementation of the agreed annual work plan. Programme staff continues to follow-up with MoHSW on a regular basis, and meetings have been held between senior staff of both MoHSW and UNICEF to address the issue.

Several factors affected the performance of the Integrated Measles Campaign including issues of supply and demand; data and information on un-immunized children; problems with the census projections of population figures, which led to an underestimate of the target number of children; quality of training; data management; and organizational communication issues between divisions of the Ministry of Health.

Opportunities are being missed to link early identification and treatment of HIV exposed children with routine under-five clinic services and in ensuring facility continuum of care and treatment.

Difficulties in attracting high quality applicants continue, and 6 out of 18 posts in the Health and Nutrition Section remain vacant, increasing the workload for existing staff.

## Key Strategic Partnerships and Interagency Collaboration

The interagency collaboration between UNICEF, FAO, WHO and WFP on nutrition in Tanzania has been strengthened through both the development of the UNDAF process and the REACH initiative for ending childhood hunger and under-nutrition. The UN agencies meet regularly on programme activities, and together with other key development partner allies for the Scaling-up Nutrition Initiative (USAID, Irish Aid and DfID) have a common voice in interactions with government officials on policy and programme issues.

The Civil Society Partnership for Nutrition in Tanzania (PANITA), which was initiated by UNICEF, was launched in August 2011 and continues to gain strength as a platform for advocacy for nutrition. It now has over 90 partner CSOs, and has been accepted as a member of the High Level Steering Committee on Nutrition. It has just entered its second year and is taking steps to add a media wing to the partnership. UNICEF continued to contribute the Health Basket Fund to ensure increased focus and budget allocation to

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MNCH and nutrition.

The formation of the EmONC equipment Task Force comprising MoHSW, UN agencies, and other development partners has been instrumental in conducting a country wide assessment of equipment needs, distribution and maintenance plan of EmONC equipment procured by World Bank, AUSAID and USAID. UNICEF collaborated with the WHO, UNFPA and the MoHSW to prepare a high-level event in Tanzania in May 2011 for the Commission on Information and Accountability for Women's and Children's Health, which resulted in 10 global recommendations to support countries to develop better ways of collecting health data on children and women; to develop a coordinated system of tracking health spending on women and children; and to establish a feedback mechanism that will support continuous improvement in the delivery of health services for children and women.

## Humanitarian Situations

Together with other UN agencies and TRCS conducted a rapid assessment of health and sanitation/hygiene status in internal displaced peoples camps following floods in Dar es Salaam in December 2011. Also approved release of UNICEF prepositioned equipment and supplies.

UNICEF supported the government in further strengthening emergency preparedness, including the development of job aids on nutrition in emergencies.

## Summary of Monitoring, Studies and Evaluations

The micronutrient component of the Tanzania Demographic and Health Survey 2010 was completed, providing for the first time regional estimates of iron, vitamin A and iodine deficiency in children under five years and women of reproductive age. The survey revealed that iron deficiency affects 35% of children and 30% of women; vitamin A deficiency affects 33% of children and 37% of women; and 36% of women have urinary iodine concentrations below the recommended level. These data will assist in monitoring the impact of interventions, improve micronutrient status, including food fortification.

UNICEF continues to support the nutrition component of the biannual Livelihood, Food Security and Nutrition Assessments in Mainland Tanzania, which are designed to identify populations experiencing, or likely to experience, food insecurity and to recommend short, medium and long-term interventions for these populations.

The John Snow International assessment on availability of essential MNCH drugs at facility level revealed serious stock-outs in life-saving MNCH drugs including oxytocin and magnesium sulphate, as well as iron-folate supplements and Sulphadoxine Pyrimethamine. These results are being used to advocate for increased attention and resources to improve the procurement system for MNCH drugs in Tanzania.

A comprehensive assessment of the training and deployment of community health worker (CHW) cadre in Tanzania was conducted, providing the evidence for designing a sustainable CHW scheme.

UNICEF provided technical and financial support to MoHSW by contracting Technical Support facility Eastern Africa to identify key bottlenecks to virtual elimination of PMTCT in Tanzania and to propose recommendations on priority areas of intervention to respond to identified bottlenecks. Report is yet to be finalized.

## Future Work Plan Health

In 2012, UNICEF will continue to support national capacity and health systems strengthening, as well as expanding operations to three new focus regions.

The health component will focus on health systems strengthening of MNCH, including strategic planning for MNCH at national and regional levels, and country-wide roll-out of training and equipment provision for newborn resuscitation. UNICEF will provide technical and financial support to prepare for the introduction of the pneumococcal and rotavirus vaccines in 2013. The cold chain capacity will be further expanded, and

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social mobilization for routine EPI services will be strengthened. UNICEF will continue to provide technical support to PSI and other partners in the development of a costed national implementation strategy to achieve universal access of high quality treatment for pneumonia, diarrhea and malaria.

The Health Promotion Strategic Framework is under development in partnership with WHO, UNFPA, World Bank and Swiss Development Cooperation. Consultations have been held with Ministry of Health and Social Welfare and other stakeholders on the operational modalities for developing an effective community health worker system, building on the findings of the review of the community health worker cadre in Tanzania.

## PMTCT

Translating National eMTCT plans to decentralized regional/district plans with enhanced capacity to conduct on-going regional/district reviews and establishing systems for tracking HIV transmission rates and progress towards achievement of eMTCT targets.

Enhanced health facility and community systems for follow up of HIV exposed children to access ARV prophylaxis, early infant diagnosis, improved infant feeding practices and access to care and treatment for HIV infected children.

## Nutrition

UNICEF will continue its work with the Prime Minister's Office to strengthen institutional arrangements for nutrition at the national and subnational level. Financial support mobilized from Irish Aid will be used to develop an in-service training programme for the new cadres of regional and district nutrition officers, and to continue to strengthen the capacity to plan and budget for nutrition services. Technical and financial support will be provided to develop a National Nutrition Strategy for Zanzibar. A Strategic Moment of Reflection on nutrition is scheduled in March to reflect on UNICEF's work in nutrition, and to define the package of support that will then be provided in the three focus regions, with special emphasis on addressing stunting and inequities in access to nutrition services.

The community health component will focus on strengthening health promotion functions of the MoHSW, and engage with government on the design of a community health worker scheme.

## Country Programme Component: Education equity and quality (BELS)

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Contribute to the realization of MDGs 2 and 3, the United Nations Girls' Education Initiative and Education for All through education systems capacity development, by enhancing learning and the school environment and by focusing on equity, gender and life skills.	2	FA2OT3, FA2OT6, FA2OT9, FA2OT1

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	% Spent (4)/(3) * 100
OR-E				
OR-R	2231500.00	1659742.00	1619459.00	97.57
RR	2265501.00	2557277.00	2347178.00	91.78
<b>Total</b>	<b>\$4,497,001.00</b>	<b>\$4,217,019.00</b>	<b>\$3,966,637.00</b>	

## Results Achieved

### Quality and early childhood learning achievement

Documents for enabling ECD policy implementation were approved including: In-service teacher education/training (INSET) module for pre-primary teachers and ECD centre caregivers on age-appropriate methodologies; operational guidelines and minimum standards for ECD providers. Storybooks for young children and a toy-making guideline for teachers were finalized, printed and disseminated in nine districts.

The school-based INSET programme for primary school teachers was launched. Rollout in seven focus districts began in July following a capacity development programme targeting teachers, head teachers, officials at decentralized level and Teacher Training College Tutors. All targeted primary school teachers (2,052) have now commenced study on the modules developed. Evidence from field monitoring visits reveals that learning experiences are having positive effects on teachers' skills. Changes are evident in teacher classroom behaviour including the use of more learner-centred methodologies.

### Support Disadvantaged Learners

As an outcome of advocacy and networking, the Life Skills Education Framework was approved.

UNICEF worked with the MoEVT to harmonize curricular with NLSEF, develop and disseminate life skills teaching and learning materials, integrate life skills and guidance and counseling into in-service teacher training, train all pre-service teachers in life skills and start life skills extra-curricular activities in all school.

The TUSEME ('let's speak out') programme, aiming to empower young people reached 57,494 girls and 57,494 boys in 220 primary schools across 11 districts. Students from these schools are supporting neighbouring schools to set up their own clubs. Teachers and district officials were trained to establish the clubs. District monitoring reports show that the programme had considerable successes in addressing gender discrimination at school and classroom levels. One major result is the reduction in school girl pregnancies with none reported in participating schools over the past two years.

Teaching and learning materials for the Integrated Post Primary Education (IPPE) programme were finalized, printed and disseminated in seven districts creating the enabling conditions for 2,500 out-of-school children to continue learning beyond primary education.

UNICEF supported the MoEVT to develop a guide for teachers and other education staff on classroom interaction and care and support of children with albinism and low vision. UNICEF supported 430 children with albinism in nine schools, across six regions, with the provision of education materials to facilitate their participation in education. UNICEF also supported visually impaired children with the provision of braille machines.

### Education Systems Development

Quality assurance: production of key inspectorate documents, including inspection guidelines and checklists to assist inspectors to monitor education standards and raise education quality.

140 Ward Education Coordinator in the seven focus districts were provided with motorcycles to carry out supportive supervision. This resulted in significant improvement on school performance indicators such as reduction in pupil and teacher truancy, better use of capitation and development grants, and improved partnerships in implementation of school priorities.

Establishment of inspectorate EMIS (IMIS): conceptual framework and an overall IMIS methodology; a costed work plan for the IMIS pilot phase and recommendations for scale up; an options paper on design and option data capture formats for WECs and School Inspectors and a pilot capacity assessment methodology and tools developed.

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## Most Critical Factors and Constraints

The low capacity of implementing partners continued to affect implementation of the programme; UNICEF's support is largely in the area of capacity building of government partners such as school inspectors and Ward Education Coordinators. The government is then expected to provide these trained staff with the necessary supplies for them to be functional. However, this is not always the case as the effectiveness of such trained staff is limited by resources constraints – e.g. reporting tools and transportation.

UNICEF is fully committed to using government mechanisms for the disbursement of funds to government partners. However, weaknesses in the exchequer system have persistently led to delays in funds disbursement to the intervention areas. UNICEF is working closely with partners at all levels to address this issue.

Delays in approval of key policy documents – the ECD policy is still awaiting final approval by Cabinet and this delay has affected implementation for all stakeholders in this area. UNICEF is working closely with GoT on advocating for final approval and in spite of this delay has already began planning for implementation of key parts of the policy.

Inadequate resource allocation to the education sector has limited the impact of some interventions especially in classroom management. For example, only 29 per cent of the Capitation Grant for primary schools was actually disbursed during the last school year. One of the effect of this has been that schools do not have enough resources to devote to the procurement of learning materials whose presence is so important in pedagogic practice. UNICEF is working closely with the Development Partners Group to support the GoT in exploring new sources of funding including the Global Partnership for Education (formally known as EFA- FTI<sup>[1]</sup>). In addition UNICEF continues to advocate for government to plan and deliver resources for the Sector.

[\[1\]](#) Education for All – Fast Track Initiative

## Key Strategic Partnerships and Interagency Collaboration

UNICEF played a key role in the ESDC and the Education DPG and this year financially supported the Education DPG secretariat, which is traditionally funded by the UN. Key government partners include: MoEVT MCDGC, MoHSW, and key parastatals such as Agency for the Development of Educational Management (ADEM), National Examination Council of Tanzania (NECTA), Tanzania Institute of Education (TIE) and Institute of Adult Education (IAE) and local authorities in the targeted district. Partnerships with NGOs such as TENMET for Basic Education and TECDEN for IECD, FAWE for girls' education, as well as local NGOs and CBOs have been forged.

One key strategic alliance UNICEF has made is with the World Bank on ECD. This is as part of the DPG and the partnership is focused on making the investment case on ECD to influence key actors including the Ministry of Finance to allocate more resources to the ECD sector.

Another alliance of note is that between UNICEF and FAWE Tanzania. FAWE has been instrumental in the establishment of TUSEME clubs in primary schools, the training of teachers and district officials on gender responsive pedagogy and the establishment of Gender in Education Forums at the district level to enhance gender equity in education at that level. FAWE is also the Secretariat to the Tanzania Gender in Education Initiative (TGEI) Forum and the National Task Force.

UNICEF is also an active member of the UNDP Education Working Group, working closely with UNESCO and WFP on co-ordination of joint UN efforts within the sector to deliver results for children.

## Summary of Monitoring, Studies and Evaluations

No formal studies and evaluations were undertaken this year, though the section used regular field visits to track and monitor progress on programme implementation.

## Future Work Plan

### Quality and early childhood learning achievement

ECD policy approval and development of the ECD framework. The programme will also strengthen its partnership with the national ECD network (TECDEN) and support the piloting of key components of the ECD policy in a number of selected districts.

INSET for primary teachers with a focus on how to support the government with its national roll-out campaign.

### Support Disadvantaged Learners

Printing and dissemination of key documents to enhance the teaching and learning of life skills including the minimum package for the teaching of life skills and the generic and pre-vocational skills materials.

Roll out of IPPE in four additional districts to offer an alternative approach for out of school children.

Roll out of TUSEME clubs in four more districts to further enhance girls' performance and support their transition to secondary school.

Printing and dissemination of materials to support teachers in catering for the needs of children with special needs such as the guide on care and support of children with albinism and low vision and through the procurement of braille printing equipment for children with sight disability.

Strengthening alliances for girls' education at national and devolved levels particularly through partnership with FAWE.

High-level advocacy, sensitization and orientation on resource allocation to education sector and capacity building on resource mobilization for underserved populations (including MVCs).

### Education Systems Development

Adaptation of Inspection tools to ESMIS architecture (IMIS) and capacity building for the operationalization of the IMIS; focusing on district School Inspectors and ward Education Coordinators.

Dissemination of Inspectorate materials to MoEVT, Inspectorate zones and districts.

Whole School Development Planning (WSDP) with a focus on capacity building for data use in school planning.

Capacity building on Education in Emergencies at regional and district levels.

## Country Programme Component: Child Protection (CPP)

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Focus on child justice, child protection systems strengthening and birth registration, to protect children from abuse, exploitation and violence in line with government commitments within the frameworks of the Law of the Child Act (2009) and the national Poverty Reduction Strategy.	2	FA4OT1, FA4OT2, FA4OT4, FA4OT5, FA4OT9

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**Resources Used in 2011(USD)**

<b>Resource Type</b>	<b>Planned for 2011 (as per CPAP ceiling )</b>	<b>Allocated in 2011</b>	<b>Estimated Year-End Expenditure</b>	<b>% Spent (4)/(3) * 100</b>
OR-E				
OR-R	2538000.00	2691043.00	2617525.00	97.27
RR	2283000.00	2157596.00	2052197.00	95.11
<b>Total</b>	<b>\$4,821,000.00</b>	<b>\$4,848,639.00</b>	<b>\$4,669,722.00</b>	

**Results Achieved****Child Protection System Strengthening**

Models of a Child Protection System have been established in four districts. Experience from these districts is building an evidence base for a scaled up national multi-sectoral response to child abuse, violence and exploitation.

Partnership with the Ministry of Finance was formed to review current allocations for child protection in the budgets of selected local government authorities in order to lobby for greater attention in future budget guideline directives.

The Department of Social Welfare and the major donor to the "Most Vulnerable Children" (MVC) programme, the US government, have committed to ensure that child protection will be a key component of the next national costed Plan of Action for MVC (2011–2015) and an institutional framework between UNICEF and USAID is close to being finalized.

**Decision makers and communities understand issues concerning violence against children, including available protection services**

The Launch of the "Violence Against Children" Survey and the government's "Priority Responses" marked major advances towards a national agenda for child protection. The commitments made by key actors bore witness to high-level political engagement on the issue as did the guest of honour, UN Deputy Secretary General. This was further strengthened by the visit, including in Zanzibar, of Special Representative of UNSG on Violence Against Children. In Zanzibar, the evidence from the VAC study elicited a broad-based response and call to action, including formation of an inter-ministerial committee and a ministerial-level group tasked to verify the reasons for abuse and ways to address such cases.

**Child Justice**

The first set of regulations to the Law of the Child Act has been completed – including regulations on children's homes, foster care, adoption, child employment, apprenticeships, retention homes, approved schools (juvenile detention centres) and day care centres and crèches.

In Zanzibar, the Children's Act was adopted in March 2011 and a three year implementation plan was developed by the MSWYWCD, in collaboration with other ministries and non-state actors.

The Ministry of Community Development, Gender and Children engaged in a consultative process, including with children, to prepare its consolidated periodic reports to the Committee on the Rights of the Child (due January 2012).

Gender and Children's desks, dedicated rooms with trained officers to handle cases of violence against women and children, have been established in three police stations (in the same districts as the models for the Child Protection System).

## Birth Registration

The Operational Plan for the National Birth Registration Strategy has been developed and received validation from a broad range of stakeholders. The Plan recommends a reform to the birth registration system, building on existing capacities and facilities within the health system and local government. The legal framework has also been reviewed to allow for free birth registration, with certificates delivered at the registration point and not as a two step process. 6,348 MVC assisted to obtain a birth certificate (out of 8,848 identified); MVC committees mobilized local resources in cash and kind to assist MVC.

[1] Ministers, Permanent Secretaries and Deputy Ministers and heads of government institutions

## Most Critical Factors and Constraints

### Critical factors, constraints and lessons learned

**Building a child protection information management system** – UNICEF work in the districts on child protection systems building has highlighted the importance of multi-disciplinary work and the strengthened response to children from a coordinated approach between the different actors responding to a child protection case. However, to build an evidence base for scale up and increased resource allocation, strong documentation is required to make the case that the scale of the problem is significant and current capacity falls short. Data collection forms have been developed at a district level, building on consensus across the sectors but these forms have been difficult to operationalize as they have not always been recognized as the reporting mandate of a particular service, like the police for example. The lesson learned is that an effective information management system requires buy-in at both the local and national level; the experience of data collection and case management from the model districts will inform the development of the forms for the child protection regulations to be developed nationally and it will be critical that these forms and the sectors' reporting accountabilities are integrated into their particular policies and procedures.

### Promoting a cohesive process in child protection systems building with multiple ministries

– Securing government commitment to address child protection has been challenging with so many priorities competing for attention and fiscal space. However, over the last year, UNICEF has made a number of significant breakthroughs in different arenas, successfully pushing forward the child protection agenda through the execution and launch of the VAC study, the development of regulations on the Law of the Child Act, the Child Justice Forum and a conference on the implementation of the Act. Several key ministries are now committed to child protection reform. However, this success has also created parallel processes. It is essential that the processes are joined up to ensure a common vision and movement for child protection among MDAs and civil society and to avoid duplication of efforts and conflicting approaches. This process has already begun under the umbrella of developing child protection regulations on the Act.

**National strategy versus service delivery on the ground** – major breakthrough with the development of a national strategy and operational plan for birth registration for under 5s. The strategy hinges on a national institution, which developed the strategy, delegating the registration authority to local government to be able to accelerate the scale up of the system and make progress on the appallingly low coverage (according to DHS in both 2005 and 2010, only eight per cent of children under 5 had birth certificates). There is a lesson learned in involving all actors in developing the strategy. Whilst the framework proposed is coherent and will accelerate birth registration, it is likely that much of 2012 will involve negotiations between key counterparts to translate the strategy into action.

## Key Strategic Partnerships and Interagency Collaboration

To build a functioning child protection system, partnerships with multiple government line ministries are required. The Multi-Sector Task Force that guided the VAC Survey provided the platform to relate child abuse and violence to every relevant Ministry and the result was a strong statement from each at the highest level on the occasion of the VAC Launch on their particular accountability. These partnerships will

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require sustained follow up into 2012 and close linkages internally in UNICEF, particularly with the sections of education, health and HIV/ AIDS.

The VAC work has also introduced new partnerships notably with religious leaders and the media. Partnership with the Global Network of Religion for Children (GNRC) and the Inter Religious Council for Peace Tanzania (IRCPT), during the commemoration of the Day of Prayer and Action for Children and 22nd years of CRC. Religious Leaders pledged to stop violence against children by taking necessary action to create a greater awareness in religious communities about the impact of all forms of violence against children. They also pledged to promote the child as a person with rights and dignity, to preach non-violent forms of discipline in educating children, to build networks that provide a frontline of response to children at risk of abuse and violence, and to provide a safe place to go to when children are afraid or have been maltreated.

The Media Council of Tanzania Zanzibar has partnered this year with UNICEF on a public awareness campaign on Violence Against Children in Zanzibar. The Media Council is using a peer-to-peer approach involving more than 30 journalists from broadcast and print to extend coverage to hard to reach areas and improve the quality and quantity of media outputs on sensitive child protection stories. The strategy is helping to break the silence on cultural social norms, which perpetuate risks of violence against children.

UNICEF is strengthening its partnership with USAID and the implementing partners of the "Most Vulnerable Children" programme to ensure that child protection is firmly on the agenda of programming in this area. The full scope of the child protection programme – child protection systems strengthening, child justice and birth registration – will feature in the new national costed Plan of Action for MVC, currently under development.

Through a partnership with "Under the Same Sun", an NGO working exclusively on the situation of children with albinism basic services were provided to children with albinism who have been placed in schools and centres for their own protection; there is a practice of attacking persons with albinism for their body parts and to date there has been 63 reported killings. In addition, an assessment report on the protection needs of these children living with albinism has been completed which will be shared with key stakeholders next year, alongside the launch of a situation analysis of children with albinism to sharpen advocacy on the issue and step up targeted strategies of support.

## **Summary of Monitoring, Studies and Evaluations**

The "National Survey on Violence Against Children", coordinated by the Multi-Sector Task Force (MSTF) and carried out by the Center for Disease Control (CDC), Atlanta and Muhimbili University in Tanzania was launched in August 2011, alongside a set of "Priority Responses" delivered from Ministers and high-level representatives from the relevant sectors. The Survey exposed that 3 out of 10 girls and 1 out of 7 boys are experiencing at least one form of sexual violence in Tanzania and that almost three-quarters of both girls (72%) and boys (71%) are experiencing physical violence. In addition, 22% of boys and 18% of girls reported experiencing emotional violence. The Survey and its launch served as a major catalyst for building a child protection system in Tanzania and a "National Plan of Action for the Prevention and Response to Violence Against Children" (2011–2015) is currently under development to address the findings.

The Commission for Human Rights and Good Governance launched a ground breaking study of the "Situation of children in detention", highlighting the significant challenges facing children in prisons, juvenile detention centres and police stations. The study reveals that approximately 1,400 children are held with adults in prisons. 75% are held pre-trial. A further 140 children are held in juvenile detention centres. Over 30% of children in detention reported sexual and physical violence at the hands of officers and other prisoners. At the launch, ministries made concrete commitments to address the challenges facing children in detention. The commitments are being followed up by the Commission with the ministries and being used by UNICEF and other agencies to initiate support activities for detention centres.

The two child justice studies (detailed above) on Juvenile Justice and Access to Justice addressed an information gap on the experience of children coming into conflict and contact with the law. While children face the same challenges as adults in securing justice in a system plagued by a plethora of human and infrastructure shortcomings, the studies highlighted the particular problems impacting children, including

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the lack of specialism in the system, lack of legal representation and lack of knowledge on the rights of children, including the 2009 Law of the Child Act. The studies are being used as a basis for the development of a strategy for Child Justice Reform by the Ministry of Constitutional and Legal Affairs and the Child Justice Forum, which will feed into the Legal Sector Reform Programme.

Findings from an assessment of data collections system carried out by the Ministry of Community Development Gender and Children, with UNICEF assistance, will help to develop a Child Protection Information Management system in 2012.

## **Future Work Plan Child Protection Systems Strengthening**

Develop in close collaboration with the Department of Social Welfare, relevant line ministries and USAID the framework for the new national costed Plan of Action for Vulnerable Children, integrating the model of a District Child Protection System.

Consolidate the evidence base from the model District Child Protection Systems and agree with Department of Social Welfare a scale up strategy from four districts to an agreed number, building on the MVC and LGA partnerships.

Develop the regulatory framework for child protection, which is essential for the operationalization of the Law of the Child Act and the nationwide roll out of the child protection systems piloted in 4 districts.

Develop a capacity building strategy to address pre and in service training for child protection across the training institutions representing front line workers across the sectors, in partnership with civil society organizations.

Build on the assessment of information management systems and stakeholder workshop to put in place a Child Protection Information Management strategy and system.

Build on the Violence against Children 'Priority Responses' to develop the National Plan of Action, including a comprehensive communication strategy to address the root causes and social norms that contribute to children's vulnerability to abuse and violence.

Strengthen collaboration with NGOs who provide front line services to children most at risk, including children on the streets, children with albinism and children in institutions to ensure services are available as part of the overall identification, referral and response continuum within the child protection system.

## **Child Justice**

- Establishing a model juvenile justice system in one district in Dar es Salaam which includes: establishing a diversion and community rehabilitation scheme, establishing a bail scheme for vulnerable children to ensure they are not unnecessarily detained while awaiting trial and establishing a legal assistance programme, which will also serve other districts of Dar Es Salaam for children at the police station, in court and at places of detention.
- Supporting the police to roll out the Gender and Children's Desks nationwide, including development of guidelines and Standard Operating Procedures under the Legal Sector Reform Programme.
- Supporting the Judiciary to develop child friendly courts, by drafting rules governing Juvenile Courts and providing capacity building for the judiciary.
- Enhancing the protection of children in detention through the establishment of an inter-agency monitoring mechanism and the roll out of the child protection policies and procedures to all detention centres.
- Promoting the implementation of national and international child rights standards through building the capacity of Tanzania Child Rights Forum to implement a coordinated child rights monitoring mechanism, report to the international and regional treaty bodies and advocate on children's issues.

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## Birth Registration

Carry out a country level assessment of birth registration to provide a baseline to inform and feed into the different strategic frameworks that are being proposed, including the Under Five National Birth Registration Strategy (NBRS).

Support the implementation of the U5 NBRS by strengthening the policy, legal and institutional framework at a national, regional and district level.

## Country Programme Component: Social Policy Analysis and Development (PAA)

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Influence the design of policy, legislative and budgetary frameworks, geared towards the realization of children's rights, including in the area of social protection, in an equitable manner.	2	FA5OT1, FA5OT2, FA5OT5, FA5OT6

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	% Spent (4)/(3) * 100
OR-E				
OR-R	952500.00	9000.00	9000.00	100.00
RR	2019500.00	2718371.00	2088634.00	76.83
<b>Total</b>	<b>\$2,972,000.00</b>	<b>\$2,727,371.00</b>	<b>\$2,097,634.00</b>	

## Results Achieved

### Key decision makers and relevant stakeholders sensitized on the importance of investing in Social protection

73 national partners, including Members of the National social protection group in Mainland, as well as Members of Parliament, and 66 national partners from Zanzibar sensitized on policy choices for social protection.

Initial sensitization and policy advice extended to the RGOZ for the preparation of the National social protection policy, coordination structure in place and strategy in place for its completion by end 2012. Brokerage of national dialogue on social protection in view of the preparation of TASAF III. Particular role in TASAF programme design, ensuring complementarities with existing national transfer programs (e.g. the NCPA for MVCs) and other social policy programs and interventions.

### Prioritize children in national policies, strategies and budgets

Completion of the report on Prioritization of Children in National budgets for Tanzania and dissemination of results among major key stakeholders.

Public discussion on prioritization of social investment in the budget submission 2011-12. Sectoral briefs on prioritization of children health and education and their inclusion in the Rapid Budget analysis on Budget 2011-12, together with other DPs from DPG MACRO group.

Sensitization of 60 key stakeholders from the Budget guideline committee to the MOF in Mainland, Public expenditure review group on Children, Children's Agenda Forum, as well as key stakeholders from Zanzibar on sectoral analysis (health, education and emerging policy priorities as per the LCA (Mainland) and

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Children's act in Zanzibar, as well as inclusion of child-related priorities in the Budget guidelines for 2012–13 for Zanzibar.

Capacity of key stakeholders from the Zanzibar Ministry of Social Welfare, Youth, Women and Children Development, President Office (Finance, Economic Affairs and Development Planning) and other key sectoral ministries in Zanzibar built on planning and budgeting for children; strategic plan of Ministry of Social Welfare, Youth and Children Development for 2011–15 prepared, adopted and distributed.

Strategic planning on the implementation of the Children's Act completed, including the establishment of a policy and budget coordination mechanism for children in Zanzibar.

## Data for children

Technical advice provided for the finalization of the MKUKUTA Monitoring Master Plan II and 2011/12 annual work plan of the Tanzania Statistical Master Plan (TSMP).

Technical support towards inclusion of children's issues in the survey questionnaires for the 2011/12 HBS and 2011/12 THMIS, as well as the national Census 2012, e.g. albinism, disability, birth registration Report on *Children with Disabilities in Tanzania* completed and awareness raised among key decisions makers from DSW/MOHSW, NBS, CCBRT, SHIVYAWATA, MCDGC.

TSED expanded to five new sector adaptations (Health, Home Affairs, Finance, and Communication) and 15 TSED administrators trained; two NBS staff participated in DevInfo advance lab training; one person participated in the Field Reference Group meeting on DevInfo to inform the development of DevInfo version 7.0.

Draft TSED evaluation report with recommendations on how to improve the tool to facilitate access and utilization of data by decision makers is available.

## Most Critical Factors and Constraints

### Social protection

The most critical factor affecting the national policy horizon on social protection in the Mainland is the pending adoption of the National Social Protection Framework, despite it being a condition under the policy support initiative for Tanzania. In the absence of a framework, the policy horizon is marked by parallel, and sometimes, overlapping initiatives, which require enhanced advocacy and coordination on behalf of the development partners, for their reconciliation under TASAF III, as the only big national social protection programme to commence in 2012.

At the same time, a more favorable environment for the preparation and adoption of a comprehensive national social protection policy is observed in Zanzibar, with high-level support extended from all major MDAs for the systematic preparation, consultation and adoption of the document by end 2012.

### Budgets and policies

National fiscal space for children in almost all the sectors remains limited and externally funded. Inequities in budget allocations for the different sectors persist, partly caused also by slow reform of the D by D policy for Tanzania, as the pending adoption of the devolution policy for Zanzibar.

Streamlining emerging policy priorities for children (e.g. Early Childhood Development and Child Protection) into the national systems for planning and budgeting, remains a major challenge for the government. In both the Mainland and Zanzibar the national policy dialogue structure does not yet allow for systematic and comprehensive review of policies and budgets for children and new priorities are mostly donor funded. For example: in the Mainland, early childhood development policies get reviewed only under the education sector review, in relation with pre-primary education. Similarly, child protection gets reviewed only during the health sector reviews, under the rubric of social welfare. The PER-C group, established under the joint chairmanship of MoF and MCDGC, has not yet been integrated under the MKUKUTA dialogue structure.

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Understandably, such a partial approach does not allow for inclusion of the emerging priorities during the national policy dialogue and respective Strategic plans/MTEFs. Interestingly, the RGOZ has tried to address this challenge by initiating a strategic planning process for the implementation of the Children's Act, which does not only include strategic planning for children's rights, child protection and child justice, but clearly prioritizes the need to establish a coordination body under Cluster II of MKUZA monitoring system, which will deal with the policy and budget review for children, as well as a budget line for children's rights for the next 2012–13 budget submission.

## Data for children

Measurement of disability prevalence among children is still a problem as most stakeholders are not clear about definitions and components of disability (impairment; activity limitation; environmental factors); the planned SITAN on Children with Disabilities will provide information that will be used to create awareness and enhance understanding of disability issues.

Key issues continue to impede widespread utilization of data among key decision makers:

- In the case of TSED, one critical factor is the low frequency of updates of the database
- Statistical literacy is limited.

## Key Strategic Partnerships and Interagency Collaboration

### Social protection

UNICEF has entered into partnership with the Institute for Development Studies in UK for addressing the challenging of Development of draft national social protection policy for Zanzibar. The partnership with key development partners (WFP, USAID, WB) within the TASAF III preparation process has positively influenced the programme design.

### Policies and budgets for children

UNICEF has entered into partnership with the IMF and WB and other partners from the PER MACRO group for budget analysis and advocacy for prioritization of social spending by the GOT. This partnership has allowed the organization to set foot in and influence the analytical work on the national budgets, done in preparation for the Annual policy week, where UNICEF only participates as an observer; as well as participate in the session of the budget guidelines committee to the Ministry of Finance.

In response to an emerging policy/budget priority by the Prime Minister's office, UNICEF has entered into partnership with the World Bank towards the preparation of a PER for nutrition. The results, expected by mid 2012, will serve as a basis for monitoring the budget for nutrition, after the introduction of one budget line for nutrition in 2012–13.

## Data for children

Partnership with NBS/OCGS and key DPs in the formulation and support to TSMP implementation. UNICEF is a member on Joint Tanzania Statistical Master Plan steering committee (JTSC). Partnership with the National Bureau of Statistics and key development partners in providing technical support to the Census, Survey and Routine data as one of the MKUKUTA Monitoring Master Plan II priorities.

## Summary of Monitoring, Studies and Evaluations

### The TSED evaluation is being conducted. Among its main findings are:

TSED is a mature product which has attracted many users for its power, simplicity of use and very low implementation cost, resulting in the adoption of 39 sector adaptations.

Users find TSED to be a powerful tool that meets their database management and reporting needs.

They are nonetheless still far from taking full advantage of the functionalities offered by the software.

After a decade of TSED implementation, there is time to review the initial assumption of a common database comprising of all the statistical data in the country.

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## Future Work Plan

Coordinated technical support and policy advocacy in Zanzibar for the completion of the draft social protection policy.

Completion of poverty and vulnerability analysis for Zanzibar.

Policy advocacy and technical assistance to GoT for the completion of preparation for TASAF III

Social Protection and Expenditure Review with GoT.

## Policies and budget for children

Completion of the Public Expenditure Review for child protection.

Completion of Public Expenditure Review Nutrition, in partnership with the World Bank in Tanzania.

Costing of child protection system options for Zanzibar.

## Data for children

SITAN for children with disabilities.

Report on children growing in Tanzania's rapidly expanding cities.

Finalization and Dissemination of TSED evaluation report to stakeholders.

Preparation of a TSED action plan to address the recommendations from TSED evaluation.

Implementation of initial phases of TSED action plan.

Support to selected components of the Tanzania Statistical Master Plan to strengthen the ability of National Bureau of Statistics/Office of Chief Statistician to integrate children's issues in the national census, key surveys and the routine data system.

Preparation of regional profiles of children.

## Country Programme Component: Field coordination (GDP)

### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Support capacity development at LGA level and to effectively lead national emergency preparedness and response, with a focus on areas most susceptible to disasters, and provide support to refugee programmes in north-western Tanzania.	2	FA6OT1, FA5OT6, FA1OT13 (a)

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	% Spent (4)/(3) * 100
OR-E				
OR-R	853000.00	697539.00	624058.00	89.47
RR	2247000.00	2745786.00	2330018.00	84.86
<b>Total</b>	<b>\$3,100,000.00</b>	<b>\$3,443,325.00</b>	<b>\$2,954,076.00</b>	

## Results Achieved

### Improve access to credible information in emergencies

UNICEF supported the development of an emergency communication strategy as part of Tanzania's National Emergency Preparedness and Response Plan (EPRP) in order to raise awareness on the importance of emergency planning and rapid response.

### Strengthen national leadership on emergency preparedness and response

In Zanzibar concepts of disaster risk reduction (DRR) were integrated into all sectoral plans and policies. The Zanzibar EPRP and Communication Strategy raised awareness and strengthened involvement of

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stakeholders on the need to plan and prepare for emergencies. The Disaster Risk Reduction (DRR) Policy was developed and endorsed by the House of Representatives in Zanzibar.

The EPR plan is reviewed and updated every six months. The Core Commitment for Children (CCCs) in humanitarian action booklets has been translated into Kiswahili and 500 copies have been distributed to government, NGOs and other UN agencies. UNICEF co-chaired the UN Emergency Coordination Group until June 2011.

UNICEF supported the Prime Minister's Office to preposition emergency supplies for 10,000 households (50,000 people) in two warehouses in Lindi and Kilimanjaro to serve populations around southern and northeastern regions. The supplies included: plastic sheets, long lasting insecticide treated nets, sleeping mats, blankets, soap, and water containers.

Cross sectoral and inter-agency information sharing and coordination for EPR was enhanced as a result of mapping exercise of Emergency Focal Points (their existence and capacities) in government ministries and departments) in Zanzibar. Revision of existing emergency reporting templates and assessment tools is also being done jointly by the DMD's in Mainland and ZNZ. Interventions to conduct risk, vulnerability and capacity assessments and to develop local EPRP's for 5 disaster prone districts have commenced.

## **Provide basic services to Refugees**

UNICEF support continued in the camps in North Western Tanzania in the area: Health and Nutrition, Child protection, Education, and HIV/AIDS. With the refugee population decreasing to less than 100,000 (from over 600,000 in 2003/4) the UNICEF field presence was reduced and the Kigoma field office was closed in December 2011.

## **Coordinate Office Programming at Sub-National Level**

In the new Country Programme field coordination of sub-national engagement is now a separate programme in the office. This new section works closely between the Prime Minister's Office for Regional Affairs and Local Government and local government authorities as well as coordinating UNICEF's sub-national support within the office. A key achievement in 2011 was a coordinated effort to select three new regions with the lowest child development indicators for sub-national programmes.

These regions were visited by UNICEF teams who worked closely with the regional government to agree on a methodology to select priority districts for start up in early 2012. These regions provide an opportunity to engage with local authorities and other partners to reach some of Tanzania's most vulnerable children with a package of interventions and lessons that have been tested in other districts over the past years as well as drawing from UNICEF's global technical knowledge.

## **Most Critical Factors and Constraints**

Delays occurred in transferring funds through the national exchequer system and this led to delayed release and liquidation of cash assistance. Efforts were made to closely track funds in order to ensure that they were pending at any point. This includes proactive follow up with key actors in the chain from the Treasury down to the end recipient. More training of government authorities on HACT may be required due to turnover of staff and need for refresher on procedures.

The programme experienced some difficulties in sourcing appropriate consultants for activities such as conducting the impact evaluation for public awareness, the joint programme evaluation, and development of EPRP manual. In future more lead time should be allowed to source consultants. The process should also be accelerated by having access to a more extensive roster of available consultants with appropriate experiences nationally, regionally and globally.

In Zanzibar, the EPRP and DRR policy documents required endorsement from higher levels such as the House of Representatives and the Parliament and therefore some time elapsed to get these documents

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through. In future policy work, more time will need to be allowed to ensure such endorsements are achieved. This small investment in time is important to ensure more ownership and sustainability.

## Key Strategic Partnerships and Interagency Collaboration

In national level emergency preparedness and response (EPR) partnerships on the Mainland included UN agencies engaged in the joint programme (UNICEF, UNDP, FAO, WFP and WHO) and Implementing Partners (Tanzania Mainland: Prime Minister's Office/Disaster Management Department (PMO/DMD); Ministry of Livestock Development and Fisheries (MLD&F); Ministry of Agriculture, Food Security and Cooperatives (MAFC); Ministry of Health and Social Welfare (MoHSW). In Zanzibar, the main partners included the 2nd Vice Presidents Office/Disaster Management Department (2nd VPO-DMD); Ministry of Livestock and Fisheries (MoL&F); Ministry of Health MoH). The Tanzania Red Cross is also a partner in EPR via a standby agreement in the event of an emergency.

Programming for children in refugee camps and refugee affected areas relied on close partnerships with UNHCR and WFP in the UN family as well as several NGO partners including: Tanzania Red Cross Society, World Vision, International Rescue Committee, and the Tanzania Water and Environmental Sanitation Association. UNICEF's Core Commitments for Children (CCCs) and international SPHERE standards for humanitarian assistance were the basis for the results framework of work undertaken by NGOs in the refugee camps. A division of labour was established by Government of Tanzania and UN agencies to ensure that NGO capacities are spread consistently across sectors and across the camps. This is undertaken annually at Country Operation Planning meeting(COP). There is also a common annual work plan that is connected to the UNDP noting the role of each agency and partner working in the refugee camps.

In the area of sub-national programming UNICEF continued to strengthen partnerships with the Prime Minister's Office for Regional Affairs and Local Government and the regional and local governments where UNICEF works. UNICEF continued to support actions for children in seven focus districts around the country. With the start of the new Country Programme of Cooperation at mid-year, a review of this cooperation was undertaken and discussions were held to begin a transition out of some of these districts in order to focus on new regions which rank much lower across several child development indicators.

## Humanitarian Situations

In September a large ferry capsized en route to the island of Pemba due to rough sea and overloading of passengers and cargo. Although no exact figures are available (many passengers were not registered on the manifest) it is estimated 203 people died and over 600 more survived (205 survivors were children).

Prepositioned emergencies supplies in Zanzibar enabled UNICEF in collaboration with the 2nd Vice President's Office, Ministry of Health, Red Cross and NGOs to respond within 12 hours and provide relief supplies including tarpaulins, blankets, water, biscuits, masks to support survivors, casualties and the collection of the dead. Post-incident psychosocial interventions were undertaken for children affected by the accident, many of who lost their entire family.

In January 2011, UNICEF responded to ammunition blasts at Gongo la Mbotto military depot, where 30 people died, 150 were injured and 4,000 people displaced. About 800 children were initially separated from parents and later traced and reunited by the Red Cross. UNICEF conducted a rapid assessment to assess the situation of children separated from their families at the established centres. UNICEF activated its Standing Emergency Response agreement with the Tanzania Red Cross whereby funds and supplies were transferred to the Red Cross for a swift response. UNICEF provided technical support of three child protection professionals with skills, training and expertise in reuniting children with families after such types of disasters.

UNICEF provided essential supplies such as education material, furniture, clothes, beddings, hygiene, and other items to 1,006 children in nine centres hosting children with albinism and other disabilities in six regions. These children were under threat of abduction for sacrificial maiming and murder and the Government of Tanzania decided to protect them by housing them in boarding schools around the country—hence the need for rapid support. Other support included: preparation of Information and Education Communication (IEC) materials to improve self-care; enhancing the capacity of local service providers to

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raise the standards for care and protection; and documentation of all children with albinism in the centres to monitor their wellbeing and to support safe and voluntary contact between children in the centres and their families/relatives.

Following heavy rainfall, Dar es Salaam experienced severe flooding in late December. Around 50,000 people in 30 wards of the city were affected, with 23 lives lost. Over 6,000 people whose dwellings were flooded were temporarily sheltered in 14 schools around Dar es Salaam. Many of them lost their homes and/belongings. Floods also damaged UNDP/UN premises. Some key bridges were flooded and traffic came to a standstill for several hours making the rescue effort even more difficult. Relief items stockpiled by UNICEF with the Tanzanian Red Cross and the Prime Minister's Office were released to displaced families located in schools. Items included jerry cans, buckets, soap, blankets, and biscuits. Water was also trucked to the sites and sanitation items provided.

## Summary of Monitoring, Studies and Evaluations

UNICEF led the evaluation of the UN joint programme "Strengthening National Disaster Preparedness. Lessons and recommendations from the evaluation have been considered by UNICEF and the other UN agencies who are members of the Emergency Working Group under the UNDAP. Key recommendations include:

- Overall the programme achieved its intended results and national coordination and response to small scale emergencies had improved; however additional efforts are required, especially at sub-national level. This is a key outcome of the UNDAP.
- The programme used the exchequer system of the government to channel funds. This was an achievement (as not all agencies did this in the past) but also revealed bottlenecks that need to be addressed if the exchequer system will continue to be used for channeling funds.
- When the joint programme started several agencies already had separate plans in place as part of multi-year plans. As the joint programme was designed, much of the joint content was gathering these already planned actions into one programme so the coherence was not strongly built in. However, after two years of implementation more coordination was achieved. The UNDAP 2011–2015 and the annual work plans have joint actions planned from inception and regularly reviewed where they make sense rather than as add-ons.
- Risk reduction and disaster preparedness should be mainstreamed in development planning. Real risk reduction makes a difference at community level and should not be focused only at national or sub-national level. This is included in the UNDAP, however moving down to community level would take a more serious investment and shift of strategy.
- UNICEF and other UN agencies supported the government in prepositioning relief items and these proved to be invaluable during responses to emergencies—especially in the first 24 to 48 hours at the onset of an emergency. However, once stocks were used they were not replenished by government and UNICEF does not plan to fully replace them each year or periodically. Current options for government funding of strategic positioning of supplies are under discussion.

## Future Work Plan

Continue to enhance capacity of the Disaster Management Departments in the PMO and 2nd VPO to play the critical role of emergency coordination. In addition, EPR will continue working closely with UNICEF communication team to strengthen/improve communities' access to emergency information and thus enabling early action. Internally, the programme will collaborate with different sections to update the EPRP and EWEA portal as well as ensuring DRR/EPR is reflected in the AWP.

Conduct baseline survey to assess how communities receive, perceive and respond to key messages around emergencies as well as looking into their awareness of and access to different types of emergency services available as well as their views on how they can improve access to these services. Findings from the survey will help in the development and production of key information, education and communication kits for prepositioning and dissemination in disaster prone districts and also in monitoring the effectiveness of the emergency communication strategy that was developed in 2011.

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On sub-national programming, the section will continue to coordinate the overall office engagement in the new regions by developing a plan of action with each regional government to begin engagement in priority districts based on commonly agreed criteria. At the same time, the section will ensure a smooth transition out of the learning districts where the work has been completed. Another important focus of sub-national programming will be to capture lessons learned at district level that can feed into the office's policy dialogue at national level. By focusing on the most marginalized communities UNICEF is supporting partners to deliver services and implement national policies under difficult local conditions. This provides sound practical evidence for policy dialogue that makes UNICEF unique among most other development partners at the policy table in pushing evidence based equity agenda.

UNICEF will continue to support, through NGOs, around 25,000 children in the refugee camps in NWT ( a total of 100,000 people are still living in the camps). Although the Kigoma sub-office is closed, support to the NGO partners working in the camps will continue and monitoring will be ensured through field visits to the camps. As the caseload of refugees continues to diminish UNICEF will work closely with UNHCR to ensure that children receive attention and services even if UNICEF phases down. Annual work plans with UNHCR, WFP and NGOs will be closely reviewed at mid 2012 to determine the appropriate level of UNICEF engagement based on the humanitarian context. Close monitoring of the humanitarian and political situation in DRC will influence the caseload of refugees and programming by UNICEF will be adjusted accordingly.

## Country Programme Component: Cross-sectoral costs

### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Ensure Cross Sectoral Technical and Operational Support for the implementation of the Country Programme and for Delivering as One UN		0 FA6OT1, Support 1, Support 2

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	% Spent (4)/(3) * 100
OR-E				
OR-R	853000.00	697539.00	624058.00	89.47
RR	3816750.00	3192235.00	2718378.00	85.16
<b>Total</b>	<b>\$4,669,750.00</b>	<b>\$3,889,774.00</b>	<b>\$3,342,436.00</b>	

### Results Achieved

#### Planning, Monitoring & Evaluation

The Planning, Monitoring and Evaluation (PME) section strengthened PME internally, within the UN system, and make technical contributions to sectoral PME work. The section also led programme reporting and knowledge management portfolios and provided technical support to programme sections and partners in the operationalization of Harmonized Approach to Cash Transfers.

To further results-based management, the section supported programme sections in the planning, monitoring and evaluation of their planned programme interventions, under the UNDP. Furthermore, the section played leading role in quality assurance of studies and evaluations commissioned, and ensure planning and management of strategic programme evaluations.

The **Operations Unit** played a key role in coordinating the office transition to VISION. End-user training

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was organized between November and December in Programme, Finance, Supply and HR streams. (refer to Operations and Management section)

## Most Critical Factors and Constraints

Critical factors and constraints have been reported under Operations section of the Annual Report.

## Key Strategic Partnerships and Interagency Collaboration

The PME section extended its services to the UN Country Team as part of Delivering as One, contributing to the quality of PME work through its special role in the UNDP PME working group. UNICEF played a key role in developing technical guidance in PME and ensuring that there are supportive tools and technologies to enable this. Together with other UN agencies, UNICEF was also engaged in further professionalizing the evaluation function in Tanzania.

## Summary of Monitoring, Studies and Evaluations

To address knowledge gaps in the country and strengthen the overall equity focus of the Country Programme, UNICEF commissioned an analysis of the situation of children in conflict with the law and an assessment of the access to justice system for under-18s. Further analytical work is underway and will be completed in 2012. Notable among the work being done are; situation analysis of adolescents and young people living with HIV and AIDS, Children with disabilities and Children with albinism.

As part of upstream strategic support to Government of Tanzania, UNICEF supported the development of Management Information Systems in Education (Inspectorate MIS), Child Protection (Child Protection MIS & web-based interactive CSO GIS), and vaccine stock management information system. Furthermore, UNICEF commissioned an evaluation of the Tanzania Socio economic database to further improve and strengthen the system in support of evidence based planning, monitoring and decision making.

The country office commissioned an evaluation to assess the effectiveness of the area based programming approach, the 'theoretical model' of the 7 Learning Districts strategy, and draw lessons learned for future programming internally and other countries. The independent evaluation will primarily contribute to accountability and learning, and recommend improvements for future programming strategies. Beyond UNICEF Tanzania, the application of this may be useful for other countries in the region following area based programming approaches. An important contribution is to have a critical and independent view of the balance between upstream and downstream components, and how (and if) UNICEF's downstream approach enriched national policy engagement.

## Future Work Plan

### Planning, Monitoring and Evaluation

- Develop a Knowledge Management Action Plan for the United Nations Country Team in Tanzania.
- Capacity building of Tanzania Evaluation Association to professionalize evaluation function in Tanzania.
- Capacity development for priority implementing partners in areas of risk management, including supply chain management and financial management.

## Country Programme Component: Water, Sanitation and Hygiene

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Focus on school WASH, household sanitation and hygiene and emergency WASH, for scaled-up and coordinated delivery of evidence-based WASH interventions, to accelerate child	2	FA1OT10, FA1OT12, FA2OT7, FA1OT13 (c)

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survival, education and development		
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## Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	% Spent (4)/(3) * 100
OR-E				
OR-R	1325000.00	105926.00	105916.00	99.99
RR	100000.00	2065000.00	1990880.00	96.41
<b>Total</b>	<b>\$1,425,000.00</b>	<b>\$2,170,926.00</b>	<b>\$2,096,796.00</b>	

## Results Achieved

### School WASH

The mapping conducted in 2,697 schools in 16 districts, combined with government data, enabled a more detailed understanding of the state of school WASH in Tanzania. The report has helped to raise the profile of school WASH and leverage resources, resulting in US\$15 million mobilized through several donors including DFID, AfDB, OFID and others benefitting about 70,000 school children (approximately 36,400 girls and 33,600 boys).

The Draft National School Guidelines for Mainland Tanzania has been completed. UNICEF support has been instrumental to ensure the materials promoted for school WASH are suitable for the needs of all children, including children with disabilities, are child and girl friendly, will suit varying context and conditions and will promote sustainable solutions and improvement in the hygiene practices of school children across Tanzania.

The school WASH package has been modeled, through UNICEF and other sector partners, in several districts providing water, hygiene and sanitation to over 48,000 school children (approximately 25,000 girls and 23,000 boys) in 108 schools, out of which 24 financially supported by UNICEF.

The puberty booklet "Growth and Changes" that helps adolescent girls to manage their menstruation was distributed to 55,000 school girls. In the same areas technical options for the management and disposal of sanitary materials were field tested and the use and usefulness of the booklet assessed.

### WASH Emergency Preparedness and Response

UNICEF was among the first to respond to the flood emergency that struck Dar es Salaam on 20 December providing emergency WASH support that benefited over 6,000 people, more than half of whom children.

UNICEF maintains a stock of emergency supplies with both government and Tanzania Red Cross Society to better position itself to quickly respond to emerging emergencies.

Emergency WASH meetings convened regularly under the leadership of the Ministry of Health and Social Welfare. Preparedness activities continue to be pursued.

Development and translation of WASH-EPR Tools completed (Emergency Hygiene Guidelines, Capacity Building Tool Kits, as well as Cholera IEC materials) and some of the tools are already in use in emergency preparedness and response work in some districts (i.e. Kiqoma, Bagamoyo, and Zanzibar).

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Revision of the National Cholera Guidelines has been completed and translation into Kiswahili underway.

## **Sanitation and Hygiene and Household Water Treatment and Storage**

Nearly 2,000 primary school children (approximately 1,040 girls and 960 boys) reached with hygiene messages with focus on hand washing with soap during celebration of the Global Hand Washing Day.

790,278 people (410,945 children, 197,253 women and 182,080 men) reached with hygiene, sanitation and household water treatment promotion messages in 550 villages. Households are now using household water treatment products and pursuing improved hygiene practices.

724 community change agents (CORPS) trained on interpersonal communications and dissemination of hygiene, sanitation and household water treatment promotion messages as part of an integrated package aiming at reduction of child morbidity, mortality and nutrition status of women and children.

The draft National Sanitation and Hygiene Policy is ready for approval by the Cabinet.

## **Most Critical Factors and Constraints Challenges**

Limited attention and investments in sanitation and hygiene. UNICEF has started a series of discussions with donors and government on sanitation and hygiene with a view to draw more attention to both.

Sub-optimal government sector allocations. UNICEF has started discussions with government on the matter and as a result, MoHSW committed that sanitation and hygiene will receive the second largest budget allocation following Maternal and Child Health in 2012–2013 sector allocations.

Sector dependency on un-sustainable external funding is not allowing systems to advance their potential.

Sub-optimal sector governance. Following extensive discussions, UNICEF succeeded in convincing the government to develop a sanitation and hygiene programme and plan.

Sub-optimal political will. The National Sanitation and Hygiene programme will be launched in early 2012 spearheaded with the President with a view to mobilize political will.

Lengthy decision making processes; e.g. Sanitation and Hygiene Policy, it took more than nine months to develop the policy; the draft has not been approved yet.

## **Lessons Learned:**

Concerted advocacy with sector partners can result in realigning sector allocations/contributions.

Planning tools can influence sector allocations and draw attention to good governance.

Resource mobilization is critical to provide more funding and allow recruitment of more staff.

More engagement is required at downstream level in order to well found advocacy work.

## **Key Strategic Partnerships and Interagency Collaboration Partnership**

UNICEF is chairing the WASH Programme Working Group under the UNDP and through this mechanism is working closely with UN-Habitat and WHO, with the former the partnership mainly focusing on WASH in

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Schools and the latter on Health/ Hygiene promotion strategies.

Partnership with WaterAid has been critical in scaling up community level hygiene and sanitation work through agreeing to support the development of the Tanzania Approach for Total Sanitation, which brings uniformity in approach and reduces disparities.

Partnership with WaterAid, SNV, CARE, Environmental Engineering & Pollution Control Organization (EEPCO) and others have been instrumental in scaling up piloting of SWASH interventions. Through the information provided by the mapping exercise, sector partners were better able to direct their support towards the most disadvantaged and vulnerable school children.

An agreement has been reached with Global Sanitation Fund for UNICEF to manage the first support tranche for Tanzania totaling \$200,000, which will be strategically used as seed funding to support the National Sanitation and Hygiene Programme development.

## Humanitarian Situations

In response to Dar es Salaam floods emergency in December, UNICEF, through its stand-by agreement with Tanzania Red Cross, provided emergency WASH support to more than 6,000 affected by the floods residing in camps (i.e. schools, dispensaries, etc.). UNICEF supported and continues to support the provision of safe drinking water through water trucking and distribution of water treatment reagents, distribution of WASH non food items (jerry cans and buckets), distribution of soap, hygiene promotion including interpersonal communication and distribution of IEC materials, maintenance and rehabilitation of latrines and waste management.

## Summary of Monitoring, Studies and Evaluations

Baseline survey in intervention area and literature review (Phase 1) of action research to establish user-preferences, willingness to pay and effective promotional approaches in the area of HWTS completed. The baseline survey will be used to assess changes in people's HWTS practices at the end of the project. In addition, findings of the survey as well as the literature review will help to finalize the approaches that will be used in the project.

## Future Work Plan

UNICEF has developed a standard services package including promotion of use of improved sanitation, hygiene promotion and household water treatment that it will start scaling up in 2012. UNICEF is also advocating with partners and government to standardize the services package to ensure an equitable approach. UNICEF will also be including this with the Tanzania Approach for Total Sanitation and the National Sanitation and Hygiene Programme.

Work on sustainability of water supply systems and developing a model district.

Support the finalization of the school WASH strategic action plan and programme.

Contribute to the finalization of the Tanzania Approach to Total Sanitation.

Support development of the National Sanitation Programme and plan.

Support the finalization the WASH sector human resources capacity study. The study will help clarify the human and financial resources gap at federal and local government levels together with private sector and NGOs and means to address the gap. Results from this study will directly feed into the development of the National Sanitation and Hygiene Programme.

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## Country Programme Component: Children and AIDS

### PCRs (Programme Component Results)

PCR	EQ Rank	OT Details
Support scale-up of an evidence-based and comprehensive national HIV and AIDS response on HIV prevention and care, and support for OVC, with a clear focus on children, adolescents and young people, and other vulnerable groups.		2 FA3OT7, FA3OT5

### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	% Spent (4)/(3) * 100
OR-E				
OR-R	435000.00	53120.00	23919.00	45.03
RR	600000.00	548375.00	463310.00	84.49
<b>Total</b>	<b>\$1,035,000.00</b>	<b>\$601,495.00</b>	<b>\$487,229.00</b>	

### Results Achieved

#### P1: Preventing New Infection among Adolescents and Young People

10 high prevalence regions developed regional action plans in which local drivers of the epidemic<sup>[2]</sup> were prioritized for funding. Each district regions proposed effective strategies in line with the prevailing situation. Over 500 participants were involved in the planning process (32% women, 68% men).

Situation Analysis of Adolescents Living with HIV and AIDS (ALHIV) is underway. The assessment will address the critical gap in information on services and data available on children and ALHIV.

The National Life Skills Education Framework has been approved and a draft package, which include message for HIV prevention, for teaching life skills will be piloted in three districts in 2012.

National HIV/AIDS policy has been revised to include a section on children that looks at the association of HIV and sexual violence; and addresses efforts to protect children against HIV, as well as from sexual abuse and violence.

The empowerment and livelihood for adolescents programme, in collaboration with BRAC, was initiated in two of the highest HIV prevalence regions (Mbeya and Dar es Salaam). The programme targets the most vulnerable adolescent girls and empowers them socially and economically. A total of 80 clubs have been established providing education on basic literacy, life skills, financial literacy and savings, and HIV/reproductive health education to over 3,200 girls; 447 out of school girls were provided with livelihood training.

Through strategic partnerships with TACAIDS, FHI 360, local NGOs and youth volunteers, an innovative HIV prevention programme for young people reached nationwide 730,000 young people through interpersonal communication and community outreach activities with messages that address the key drivers of the epidemic. Creative interventions such as Bongo Star Search, Kisura Modeling and SMS campaign ensured greater reach and acceptability by young people. Youth volunteers were used to design, implement and monitor the programme and ensure that locally appropriate and relevant HIV prevention messages were given.

Tanzania Commission for AIDS is being supported to develop a programming framework for interventions targeting in and out of school adolescent girls for risk reduction and prevention of HIV, unwanted

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pregnancies, and sexual and gender based violence in selected districts in Tanzania.

[1] UNICEF focuses on four aspects of HIV and AIDS: prevention, care, treatment and protection. These extend from pregnancy through to infancy, adolescence and youth, and include mothers as well as children.

[2] The drivers of the epidemic are different for Zanzibar (a concentrated HIV epidemic) compared to the Mainland (a generalized epidemic). Key drivers in the Mainland include multiple and concurrent sexual partnerships, age disparate sex, transactional sex, early sexual debut, low and inconsistent condom use, low prevalence of male circumcision, alcohol abuse, gender norms/inequities, sexual and gender based violence and stigma and discrimination. Individual factors include low-risk perception, self efficacy and locus of control. Zanzibar's HIV epidemic is concentrated in certain sub-populations known as MARPs, including sex workers (prevalence of 10.1 %), drug users (particularly injecting drug users: 16.1 %) and men who have sex with men (12.3 %).

[3] Family Health International

## Most Critical Factors and Constraints

### Constraints within UNICEF

Delays in transmission of programme funds from national to regional and district levels. Alternative ways are being examined for future disbursements (either directly to regions or through an existing multi donor grant system).

Staff constraints within UNICEF (several vacant posts due to limited funding).

Delays in finalization of partnership agreements with some partners (linked to decreasing PEPFAR funding that was supposed to be complementing UNICEF support).

### Constraints external to UNICEF

Funding: The cancellation of Round 11 of the Global Fund for AIDS, TB and Malaria is a serious threat to the sustaining and scaling up of the national HIV response. The reduced Global Fund funding will result in increased reliance on an already small number of donors (mainly led by PEPFAR, the President's Emergency Plan for AIDS Relief of the US government). It also means that even more efforts will have to be made to increase the proportion of the national HIV response that is funded by government resources.

## Key Strategic Partnerships and Interagency Collaboration

Some of the key partners of the Children and AIDS programme are the government (from national to regional and district level), NGOs (both national and international), UN agencies (UNICEF is member of UN Joint Team on HIV and AIDS) and donors (CDC, PEPFAR). Key partnerships include:

- Partnership with the regional authorities of Iringa, Mbeya and Dar es Salaam: UNICEF started in July 2011 a new four year Country Programme integrated in the United Nations Development Assistance Plan (2011–2015). The geographic focus shifted at the regional level to the regions of Iringa, Mbeya and Dar es Salaam (which are among the highest HIV prevalence regions in the country). The last six months of the year were used to establish a close working relationship with the regional authorities. The programme focus will be on strengthening of coordination and implementation of evidence informed and high impact interventions.
- New partnership with MTV for a radio programme on HIV prevention for young people. This is a regional initiative supported by MTV and UNICEF Headquarters with seven other participating countries. The programme will be in English, Swahili and French. The objective of programme is to promote changes in attitudes and behaviors that contribute to risk for HIV prevention, and to promote update of HIV testing which serves as a critical gateway to access other services and commodities critical for HIV prevention.
- Ongoing partnership with BRAC for implementation of the empowerment and livelihood for

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adolescents programme in Mbeya and Dar es Salaam regions. 80 girls clubs have already been established. These clubs provide safe spaces for girls through which they can build support networks with other girls as well as relationships with supportive adults. Once the girls are in groups the programme provides life skills education, financial literacy training, HIV and reproductive health education, with linkages to Adolescent Sexual and Reproductive Health (ASRH) services.

## **Summary of Monitoring, Studies and Evaluations**

UNICEF is supporting TACAIDS to conduct a national SitAn (Situation Analysis) of Adolescents Living with HIV (ALHIV) and Available Services. The SitAn will be completed in 2012 and aims to understand the situation of Adolescents living with HIV, their needs and available services (SRH, HIV, Protection) and provide programmatic and policy recommendations for more effective and appropriate strategies for comprehensive delivery of services. The situation analysis will underline the main obstacles they face in everyday life, as well as the factors that facilitate their daily lives. The study will also gain insights on the policies and legislation frameworks, as main tools for securing the rights of ALHIV, and their implementation at various levels of government.

Tanzania is in its final preparatory stages for the 3<sup>rd</sup> THMIS (Tanzania HIV/AIDS and Malaria Indicator Survey). THMIS will be conducted in 2012, with preliminary results expected to be available by May/June 2012. This is a comprehensive HIV survey that also provides up to-date national and regional HIV prevalence estimates amongst Tanzanians aged 15–49 years. This will provide an improved evidence base and will continue to inform policy and programmatic decisions.

## **Future Work Plan**

### **P1: Preventing New Infection among Adolescents and Young People**

Finalize the adolescent girls programme design and roll out intervention model in selected districts. Finalize and disseminate situation analysis of adolescents living with HIV and available services; support development and implementation of strategies/action plans.

Explore possibilities of conducting bottleneck analysis on HIV testing and counseling and condom use among adolescents and young people and development; develop strategic partnerships for HTC and post test service support services.

Provide technical support to the development of the next National Multi-sectoral Strategic Framework ensuring that priorities for children across the 4 Ps are addressed.

Provide regular technical support in high prevalence regions for improved coordination, planning, implementation, monitoring and reporting evidence informed interventions.

Finalization of the national guidelines for HIV/AIDS behavior change communication. This will address the key challenge of inconsistency in implementing behavioral interventions to a defined standard of technical approach and quality.

Rollout the Shuga radio series, which are being developed in collaboration with MTV Staying Alive Foundation.

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## Effective Governance Structure

The office's Annual Management Plan for 2011, besides describing management and coordination mechanisms, defined related staff accountabilities, ensured that the human, material and financial resources of the Country Office remained focused on the planned strategic results for children, and provided the basis for linking individual work plans and performance review to office priorities.

The CPMP defined the office's oversight structures. The office continued to be headed by the Representative, supported by the Deputy Representative and the Chief of Operations and a network of section and unit chiefs managing and supervising different aspects of the office day to day operations. In addition, the office implemented key management and coordination mechanisms comprising all the UNICEF statutory committees and other committees that deal with country specific issues.

The Field Coordination section coordinated the office Emergency Preparedness function by supporting capacity development of government to effectively lead national emergency preparedness and response with a focus on areas most susceptible to disasters.

The CMT continued to be the main management advisory body that makes recommendations to the Representative for decision making. The CMT met a total of seven times during the year to discuss topical management issues, and a number of standard agenda items, including: review of the monthly programme and operations performance indicators, quality assurance mechanisms and Safety and Security.

The TCO was last audited in 2007 and developed and implemented comprehensive plans to address the weaknesses identified in the audit.

## Strategic Risk Management

The office's management structure and framework of advisory committees provided a structured approach for identifying, analyzing and managing risks and opportunities.

The office underwent the full ERM training in November 2010, and developed its ERM Risk profile, which identified 3 high-risk areas, namely country environment, partner relations and programme strategy. The office developed an action plan to address these risks and has started its implementation in 2011.

Though emergency preparedness and response are mainstreamed in all programmes, the coordination and technical leadership is provided by the EPR sub-component of the new Field Coordination Section. This Section fulfilled its responsibility for supporting the government and partners to ensure that the rights of children and women are fulfilled and protected before, during and after emergency situations. UNICEF continues to be an active member of the UN Emergency Coordination Group. The ECG complements the work of government and partners, and is aligned with the United Nations Development Assistance Plan (UNDAP) 2011–2015, in particular the work of the Programme Working Group on Emergency Preparedness and Response and the Programme Working Group on Refugee Response.

The EPR sub-component continued to review and update as necessary the EPRP which, together with other Contingency plans, (Avian Human Influenza Pandemic, Situation Reports (SitReps), Inter Agency Contingency Plan and Early Warning Reporting is available to all staff on the TCO Intranet. During the floods in Dar es Salaam the office used text messaging to ensure headcount of staff member and communicate of relevant information.

UNICEF Tanzania has a Business Continuity Plan (BCP) that outlines how the country office would maintain continuity of critical functions during incidents, disasters or extended disruptions. The BCP, which is reviewed and updated as necessary at least once a year, incorporates material from, and complements, the Emergency Preparedness and Response Plan and the Security Plan. It details the emergency preparedness plans and procedures covering UNICEF operational capacity and therefore facilitates the continuity of

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essential operations in the event of an emergency or threat that affects the country office.

## Evaluation

The evaluation function in the office underwent some re-organization during the current reporting year, which saw the re-invigoration of the two M&E working groups. The IMEP Coordination and Management Group chaired by the Representative was maintained and will continue to be an extended function of the CMT with the responsibility of actively engaging at several points and provide support in the review of IMEP comprehensiveness, allocating resources, prioritization of major studies and evaluations and developing and monitoring the management response to evaluations. On the other hand the Studies and Evaluations Quality Assurance group has been re-structured to be a virtual Studies and Evaluations Quality Assurance Group (v-SEQAG). The v-SEQAG will remain as advisory quality assurance group, which will operate on a virtual basis without physically meeting.

During the current Annual Work Plan, UNICEF Tanzania Country Office has started engaging in the development of national capacity for evaluation. Work has started with the Tanzania Evaluation Association (TanEA). Although the work is still in its infancy, it is a significant step in building and fostering a culture of evaluation and evidence based planning in Tanzania. UNICEF Tanzania supported TanEA in developing their strategic plan for 2011–2014. Plans are underway to place a technical assistance position in TanEA to support the operationalization and implementation of first year activities of TanEA strategic plan.

The office is currently undertaking a major evaluation of the 7 learning districts programme strategy (2007-2011). The evaluation is expected to contribute to organizational learning and accountability in the area of geographical based programming. In addition, on-going work of supporting the Delivering as One evaluation function was ensured; the office successfully managed the evaluation of JP6.2 on Strengthening National Disaster Preparedness and Response Capacity. The findings of the report have been instrumental in the developing the Emergency Working Group work plan. A management response has been developed and planned actions are being implemented.

## Effective Use of Information and Communication Technology

Overall 2011 has been a very successful year in terms of ICT service delivery and system administration, and ensuring that ICT solutions and services continued to contribute to achievement of programme results. The UNICEF ICT Specialist was the chair of the UNICT working committee for most of the year.

Major successes included implementation of global projects such as window 7 upgrades and SAP FLS/HR launch and User support in March 2011. Implementation of virtualized cooperate servers with central storage system also enhanced service availability and data security.

The ICT infrastructure and services were strengthened to provide more efficient and reliable user support, and the unit maintained best practice in maintaining the office ICT inventory and phasing out of items that had exceeded their useful lives through the Property Survey Board.

The unit took steps to improve the Radio coverage of the VHF network to ensure the MOSS communication requirements of the office, in response to the developing UN staff security concerns globally.

The proposed relocation of the office required the unit to carry out pre preparations activities including new infrastructure design and budget estimates. The unit will continue working on this project with great commitment and dedication to ensure the seamless transition of office ICT systems and services to the new location.

An Internet Protocol based office video surveillance system was introduced this year as a supplementary service for the office administrative functions.

The ICT unit made substantial contribution to the launch of VISION. Workstations that adhere to the latest

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global standards were provided to all staff as partial fulfillment of the VISION rollout preparation.

The primary Data connection through EMC (Emerging Markets Communications) satellite network was upgraded to facilitate faster VISION traffic flow between user desktop to global SAP servers. The unit was also proactive in arranging spare internet connection to cater for unanticipated bandwidth demand when VISION goes live in 2012.

ICT facilitated VISION training and took the lead in providing Service manager orientations to the super user group. The unit also trained all staff on available connectivity options for VISION access in given scenarios such as operating from office LAN and in BCP mode. The unit also established two reliable remote access modes through local citrix server and provided critical staff equipped with VPN tokens and wireless modems.

## Fund Raising and Donor Relations

The office continued to place significant emphasis on timely reporting to donors with all 29 donor reports submitted before their due date in 2011. Tanzania is amongst the highest rated Country Offices in terms of quality of donor reports as per the latest ESAR Donor Reports Quality Assurance Assessment.

A structured mechanism for the timely submission of quality donor reports is in place, within the framework of the office Resource Mobilization Strategy, to ensure consistency of reports with donor requirements. Field visits were regularly undertaken to collect human interest materials to include in all donor reports sent.

Utilization of funds and expiring PBAs are closely monitored during monthly Programme Management Team meetings as well as through a set of office indicator's reports shared on a weekly basis with all sections. This mechanism helps to avoid unnecessary extensions of PBAs and ensure high level of expenditure (at 95%-98% when submitting donor reports). When necessary, PBA extension requests were submitted within three months of expiry date.

The office has been proactive in preparing funding proposals to OPEC Fund, USAID, CDC, Irish AID, US Fund, Japan and other National Committees for UNICEF. As part of the office Resource Mobilization Strategy, four Donor Toolkits, in the area of Child Survival, HIV, Child Protection and Education were developed and they will be launched early next year on the New Funding Marketplace portal and made available to all National Committees.

UNICEF facilitated field visits from Australian AID and Irish AID. The visit from the Italian National Committee included Procter & Gamble and a celebrity. These visits resulted in a commitment from Irish AID to support strengthening district and regional capacity to scale-up nutrition in Mainland Tanzania and from the Italian Natcom to support school WASH. Advocacy and fundraising briefs were systematically prepared for each visit.

A fundraising kit for the 2011-2015 Country Programme is being developed and it will be printed and disseminated to Public Sector Donors and National Committees for UNICEF in early 2012.

The office is in the process of recruiting a Partnerships Specialist to achieve its overall private sector fundraising and advocacy targets and engage the private sector in critical issues facing Tanzanian's children.

As part of the United Nations Development Assistance Plan (2011-2015), UNICEF received US\$ 2.5 million from One UN Fund.

## Management of Financial and Other Assets

The last internal audit was in 2007 and all operations functions audited were rated as satisfactory.

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The office continued to manage its financial resources in line with UNICEF rules and regulations. The established month-end benchmark of \$300,000 for the total bank accounts balance was adhered to throughout the year, and monthly closure of accounts documents submitted to DFAM on time. Due to the more cost-effective exchange rates secured by DFAM, the office is presently replenishing its Tanzanian Shillings account directly from NYHQ. The agreement with the Barclays Bank Tanzania was renewed in August 2011. A separate non-corporate agreement establishing preferential conditions for UNICEF staff was signed on 20 September 2011. At the same time, the quality of services provided by Barclays Bank Tanzania is poor and the office is seriously considering the option of changing the bank, while awaiting the conclusion of discussions on selecting one bank for the whole of the UN in Tanzania.

Due to serious security related problems with the current office site, the office continued its efforts in identifying a MOSS-compliant potential location where it could relocate. As an intermediate solution and to facilitate sale of the current premises, it was decided to temporarily relocate the office for a period of 2–3 years to rented premises, while looking for permanent premises. A lease contract for two years was signed with the Archdiocese of Dar es Salaam for a house that has a large enough compound to accommodate prefabricated buildings for use as offices.

An agreement was reached in principle in December 2011, to sell the current premises to the Tanzania Electric Supply company, TANESCO. The case was presented to and approved by the PSB in NYHQ in November.

Throughout 2011, in view of preparation to IPSAS and VISION, the office paid special attention to assets management. The list of items to be migrated to VISION was determined and submitted to DFAM. Assets were counted and details sent to NY within the set deadlines.

The last quarter of 2011 was focused on VISION training, and preparation for the VISION roll-out on 2 January. Finance and Administration staff attended the super user VISION training, and were heavily involved in training other staff in use of VISION.

As of 16 December 2011, 97% per cent of Regular Resources (RR) have been requisitioned (87% per cent actual expenditure) and 95% per cent Other Resources have been utilized. 73% of PBAs have been used within the original duration of the PBA life; while four were extended during the year. Donor approval was requested before three months by expiry date, and in one case the PBA was extended because additional funding. Total outstanding Direct Cash Transfer (DCT) over 9 months was 0.0% per cent.

## Supply Management

The total procurement of supplies in 2011 was US\$ 14,600,000 (US\$ 2, 143,955.78 for local procurement, US\$ 4,751,057.93 for offshore procurement, US\$ 1,050,209 for Direct Orders and 6,654, 876 for Procurement Services, including GAVI).

The most critical supply items procured included vaccines, syringes, cold rooms, and refrigerated trucks for the nationwide delivery of vaccines. In addition the office procured emergency supplies for pre-positioning. These include: insecticide treated bed nets, therapeutic and other nutrition supplies, supplies for children with albinism.

Approximately 73 per cent of local procurement was related to printing, including material for the launch of the Violence Against Children Report, Sara calendar and teacher's guidelines, textbooks and exercise books for primary schools and communication material for the integrated measles campaign.

UNICEF supported the Prime Ministers' office with prepositioning of emergency supplies in government controlled stores in the Mainland and Zanzibar amounting to US\$ 247,127.32 for emergency response. These supplies include water buckets, jerry cans, blankets, soap, insecticide treated bed nets, vaccines etc.

UNICEF Tanzania for the 3<sup>rd</sup> consecutive year handled printing and delivery of 2,856,000 exercise books to

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UNICEF Burundi. The office has established Long Term Agreements (LTAs) with quality local printers. This service could be offered to other UNICEF offices in the region.

UNICEF continued to monitor supplies in the field through field monitoring and capacity building of partners on store management and accountability.

The UNICEF Supply unit continued to play an active role working with the Tanzania One Procurement Team (TOPT) in creating a joint UN consolidated supply plan and encouraging cohesiveness for interagency procurement systems that promote multi-sectoral, interagency needs, furthering the cause of Delivering as One under the One UN.

Due to its long experience in procurement, UNICEF was able to demonstrate overall leadership in many of the TOPT Agenda issues.

The TOPT has a total of 56 Long Term Arrangements in place whereby some agencies were given the task to organize LTAs for specific products and services. The UNICEF Supply unit arranged a total of 15 LTA's for stationery suppliers, printing, blankets, water buckets, soap, toner cartridge, office furniture, video production, design and publication, maintenance of refrigerator and air conditioners etc.

This year has also seen the beginnings of a shift within the section to have an increased focus on the capacity building issues surrounding procurement and Supply Chain Logistics. The L4 Supply Manager will be relocated to the Health Section work on Health related supply throughput including assisting in the development of the national ELMIS "Electronic Logistics Management Inventory System" that is being formulated by the MOH and more specifically the Medical Stores Department who are responsible for national pharmaceutical supply chains.

A P2 staff member reporting directly to the Chief of Operations, will be hired to replace the L4 and retiring NOB and will be responsible for the day to day management of the section, including Procurement Services and TOPT issues (The Tanzania One UN Procurement Team).

## Human Resources

The year was marked by an intensive recruitment process to meet the human resources requirements to implement the CP 2011–2015. A number of new positions were proposed in the international, national professional categories as well as general service category. Total number of posts established during the year amounts to 23 i.e. 5 and 9 in the international and national professional categories respectively and 9 posts in the GS category.

The number of posts abolished during the period totals to 21 i.e.1 and 9 in the international and national professional categories respectively and 11 in the general service category. The closure of the sub office in Kigoma as of 31 December, 2011, resulted in all posts being abolished of which only 6 were encumbered as of 1 August, 2011. While 4 staff members who were on abolished posts secured suitable posts in the main office in Dar es Salaam (67 per cent) another secured a post in an NGO leaving only one driver who declined the offer. The office made every effort to place staff on abolished posts wherever possible.

During the year under review, there were a number of movements of international staff. While the office took steps to fill the posts in a timely manner, difficulties were experienced in filling some of the posts due to non-availability of a wider pool of suitable candidates forcing the office to advertise these posts more than once. For example the post of Chief of Health and Nutrition has been vacant for almost eight months and the new Chief will join the office in February 2012. In some cases the office identified suitable retirees to cover the functions of these posts.

## Performance Management

By the end of March 2011, the office had achieved 83 per cent completion rate for performance evaluations for the preceding year. The completion rate for key performance indicators for the year 2011 stood at 42

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per cent as of end March, 2011.

## Learning and Development

Tanzania Country Office organized two rounds (5 days each) of PPP Training between 11–22 July for new comers and staff who did not participate in PPP training over the last four years. A total of 40 staff participated in the training.

To ensure VISION roll-out, the office conducted end-users training between November and December covering different streams; Programme, Finance, Supply, HR and Warehouse management.

During the year there were presentations for the staff, covering: direct cash transfers, UN Pension Fund, issues related to adolescence in Tanzania and knowledge management.

As part of efforts to creating an enabling work environment, the office designated one room to be a breastfeeding/ childcare room, and two rooms as staff care rooms, one for male staff and the other for female staff. The office holds an all staff retreat at least once a year, and encourages individual sections to have their own sectoral retreats also at least once a year. The office celebrated birthdays with all staff, and major organization of Intercultural event on 16 December.

## Efficiency Gains and Cost Savings

The UN in Tanzania has adopted the principle of 'one UN' or 'Delivering as One' and many areas of operations are increasingly being addressed jointly between UN Agencies. The Tanzania One Procurement Team (TOPT) created a joint UN consolidated supply plan, encouraging cohesiveness for interagency procurement systems that promote multi-sectoral interagency needs

The TOPT has a total of 56 Long Term Arrangements for specific products and services in place available for use by All Agencies. The tasks for organizing these were shared amongst the Agencies, with the UNICEF Supply unit arranging a total of 15 LTA's for stationery suppliers, printing, blankets, water buckets, soap, toner cartridge, office furniture, video production, design and publication, maintenance of refrigerator and air conditioners etc.

Other services that are being 'procured' or are planned to be procured on a joint basis include: security guard services, travel agents, fuel for official vehicles and generators and one bank.

UN agencies run a medical clinic for its staff, with agencies cost-sharing operational costs, on a staff head-count basis. Efforts in 2011 to reduce the subsidy from the agencies have borne fruit, by improving the capacity of the unit to recover the proportion of costs covered by insurance e.g. Vanbreda and the 20% share from staff.

## Changes in AMP and CPMP

The office does not envisage any significant changes in next year's Annual Management Plan, other than changes required to fulfill the requirements of the VISION system.

## Summary Notes and Acronyms

ADEM - [Agency for the Development of Educational Management](#)

ALHIV - Adolescents Living with HIV and AIDS

BELS - Basic Education and Life Skills (programme in Tanzania's 2007-June 11 CP)

CPP - Child Protection and Participation (programme in Tanzania's 2007- June 2011 CP)

DSW - Department of Social Welfare (within the Ministry of Health and Social Welfare)

EID - Early Infant Diagnosis

EEPCO - Environmental Engineering & Pollution Control Organization

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eMTCT - Elimination of Maternal to Child Transmission of HIV  
 EMIS - Education Management Information System  
 FAWE - Forum for African Women Educationalists  
 GBP - Geographically Based Programmes (programme in Tanzania's 2007- June 2011 CP)  
 HWTS - Household Water Treatment and Storage  
 IAE - [Institute of Adult Education](#)  
 INSET - National Primary In-service Education and Training  
 IPPE - Integrated Post Primary Education  
 JTSC - Joint Tanzania Statistical Master Plan  
 MDA - Ministries, Departments and Agencies  
 MCDGC - Ministry of Community Development, Gender and Children  
 MSWYWCD - Ministry of Social Welfare, Youth and Children Development (Zanzibar)  
 MKUKUTA -Kiswahili acronym for the revised National Strategy for Growth and Reduction of Poverty – Tanzania Mainland (also see PRS)  
 MKUZA - Kiswahili acronym for the Zanzibar's Poverty Reduction Strategy (ref ZPRG)  
 MNCH - Maternal Newborn and Child Health  
 MoEVT - Ministry of Education and Vocational Training  
 MoHSW - Ministry of Health and Social Welfare  
 MSTF - Multi Sector Task Force  
 MTEF - Medium Term Expenditure Framework  
 NBS - National Bureau of Statistics  
 NBRS - National Birth Registration Strategy  
 NCPA - National Costed Plan of Action  
 NECTA - National Examinations Council of Tanzania  
 NLSEF - National Life Skills Education Framework  
 NSPF - National Social Protection Framework  
 PAAP - Policy Advocacy and Analysis Programme (programme in Tanzania's 2007-June11 CP)  
 PAIDS - Paediatric AIDS  
 PER - Public Expenditure Review  
 PMTCT - Prevention of Mother-to-Child Transmission of HIV  
 PMO-RALG - Prime Minister's Office-Regional Administration and Local Government  
 RBM - Results-Based Management  
 RITA - Registration, Insolvency and Trusteeship Agency  
 RO - Regional Office  
 RMS - Results Monitoring System  
 SAM - Severe Acute Malnutrition  
 S&E - Sanitation & Hygiene  
 SITAN - Situation Analysis for Women and Children  
 SWAp - Sector Wide Approaches  
 SWASH - School WASH  
 TACAIDS - Tanzania Commission for AIDS  
 TASAF - Tanzania Social Action Fund  
 TFNC -Tanzania Food Nutrition Center  
 TDHS - Tanzania Demographic and Health Survey  
 TECDEN - Tanzania Early Child Development Network  
 TEN/MET -[Tanzania Education Network/Mtandao wa Elimu](#) Tanzania  
 THMIS - Tanzania HIV/AIDS and Malaria Indicator Survey  
 THIS - Tanzania HIV/AIDS Indicator Survey  
 TIE - [Tanzania Institute of Education](#)  
 TOPT - Tanzania One Procurement Team  
 TSED - Tanzania Socio-Economic Database

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TSMP - Tanzania's Statistical Master Plan  
 U5MR - Under-five Mortality Rate  
 NDAP - United Nations Development Assistance Plan  
 TGEI - Tanzania Gender in Education Initiative  
 VAC - Violence against Children  
 VAS - Vitamin A Supplementation  
 VISION - Virtual Integrated System of Information  
 YCSD - Young Child Survival and Development (programme in Tanzania's 2007-June 2011 CP)  
 YRN - Young Reporters Network  
 ZSGRP - Zanzibar Strategy for Growth and Reduction of Poverty (also see MKUZA)

## Document Centre

### Evaluations

	<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
1	Assessment of the Situation of Children in Detention	2011/01	Study
2	Evaluation of Joint Programme P6.2 on Strengthening National Disaster Preparedness and Response Capacity	2011/02	Evaluation

### Other Publications

	<b>Title</b>
1	Sara Calendar and Teacher's guide for Schools
2	Violence against Children multiple materials
3	Situation of Children and Women in Tanzania Vol.1 Mainland; Vol.2 Zanzibar
4	Core Commitment for Children in Humanitarian Action (Kiswahili)
5	Growth and Changes Book for adolescent girls (re-printing)
6	Adolescence in Tanzania

### Lessons Learned

	<b>Title</b>	<b>Document Type/Category</b>
1	UNDAP Results Monitoring System (RMS)	Innovation
2	In-service teacher training and education (INSET) for primary school teachers - pilot programme	Innovation

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## Programme Documents

	<b>Title</b>	<b>Document Type</b>
1	Tanzania_CCPD 2011-2015	CPD
2	Tanzania IMEP 2011-2012	IMEP