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Operational Matters

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Country Strategic Plans — United Republic of Tanzania (2017–2021)

Duration	1 July 2017–30 June 2021
Total cost to WFP	USD 453,908,139
Gender and age marker	2A

<https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

Executive Summary

The United Republic of Tanzania has progressed in terms of economic, social and human development in the past two decades, but progress on the 2030 Agenda and towards Sustainable Development Goals 2 and 17 faces challenges. Chronic malnutrition, a growing refugee population, stagnant smallholder production and vulnerability to natural disasters and the effects of climate change are barriers to growth. The population of 50 million is expected to double by 2050, and the refugee population of 300,000 have uncertain prospects for return.

The national Five-Year Development Plan (2017–2021) prioritizes industrialization and human development with a view to achieving middle-income country status by 2025. Tanzania is a United Nations Delivering as One country and is implementing a United Nations Development Assistance Plan focusing on inclusive growth, national health, resilience, and democratic governance, human rights and gender equality.

The 2015/16 zero hunger strategic review of food security and nutrition enabled WFP and the Government to identify the challenges to eliminating hunger and solutions such as the need to enhance national systems and adopt an integrated approach to food security. It was a basis for this country strategic plan, which sets out WFP's contributions to national priorities through a shift from direct delivery to a focus on knowledge transfer and technical assistance.

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This country strategic plan is aligned with the Government's priorities, focusing on five strategic outcomes:

- i) Refugees and other acutely food-insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis.
- ii) Vulnerable populations in prioritized districts have improved nutrition status in line with national targets by 2021.
- iii) Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030.
- iv) Disaster management and social protection systems in Tanzania reliably address the basic food and nutrition needs of the poorest and most food-insecure populations throughout the year, including in times of crisis.
- v) WFP and its partners in Tanzania and beyond are facilitated to foster, test, refine and scale up innovation that contributes to achievement of the Sustainable Development Goals by 2030.

Draft decision*

The Board approves United Republic of Tanzania Country Strategic Plan (2017–2021) (WFP/EB.A/2017/8-A/5/DRAFT) at a total cost to WFP of USD 453.9 million.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

1. Country Analysis

1.1 Country Context

1. The United Republic of Tanzania is a least-developed country ranking 151st of 188 in the 2015 Human Development Index. Economic growth and development in the last decade led to the country setting the target of achieving middle-income status by 2025: the second national Five-Year National Development Plan (FYDP II) (2017–2021)¹ accordingly prioritizes industrialization and human development. Structural gaps continue to limit the effectiveness of programmes, however, particularly at the local level. The Tanzania Development Vision 2025 calls for transformation to a semi-industrialized nation by building the economy and stabilizing livelihoods.
2. The country has hosted refugees from neighbouring countries in Kigoma and Kagera regions since the 1970s. Renewed instability in Burundi in 2015/16 increased the refugee population to 300,000 people, most of them women and children.

1.2 Progress Towards SDG 2

Progress on SDG 2 targets

3. *Access to adequate food all year long.* Food production is adequate to feed the population. Maize production provides 120 percent of the country's needs,² but the poorest households struggle to meet basic food and nutrition requirements and the country ranks 96 of 118 in the 2016 Global Hunger Index.³ The food security of refugees depends largely on WFP's assistance because of restrictions on refugees' economic opportunities and movements outside the camps.
4. *End of all forms of malnutrition.* The prevalence of stunting declined from 42 percent in 2010 to 34 percent in 2015, but is still severe and above the average for Africa, which is 30 percent. Acute malnutrition, on the other hand, has remained below 5 percent since 2004. The Food and Nutrition Policy and the National Multisectoral Nutrition Action Plan (NMNAP)⁴ (2016/17–2020/21) were developed in 2016. Nutrition programmes started two decades ago are addressing deficiencies of iodine, iron and vitamin A through micronutrient supplementation, food diversification, food fortification and public health measures; anaemia among women of reproductive age and children under 5 nonetheless remains severe.⁵ The country adopted Scaling Up Nutrition in 2011, and achieved positive progress scores in 2016 for national institutional transformation.⁶
5. *Double agricultural productivity and smallholder farmer income.* Although Tanzania is one of sub-Saharan Africa's largest producers of maize, production by smallholder farmers is stagnant: low yields result from poor market linkages, lack of access to inputs and minimal value addition; post-harvest losses reach 40 percent.⁷ There is little collaboration among farmers' organizations, input suppliers, traders and processors, and so smallholders – particularly women smallholders – have limited access to post-harvest technologies, financing, insurance, information, extension services and inputs. Structural gender inequalities associated with women farmers having plots that are on average 40 percent smaller than those of men farmers,⁸ less time for farming activities, fewer resources for hiring labour, and lower investments in high-value crops result in lower productivity and impede progress in food security.⁹ The second phase of the Agriculture Sector

¹ Ministry of Finance and Planning, June 2016: http://www.mof.go.tz/mofdocs/msemaji/Five%202016_17_2020_21.pdf.

² FAOSTAT, 2016.

³ 2016 Global Hunger Index: <http://ghi.ifpri.org/countries/TZA/>

⁴ NMNAP, 2016.

⁵ Tanzania Demographic and Health Survey, 2015–2016: <https://dhsprogram.com/pubs/pdf/FR321/FR321.pdf>

⁶ See: <http://scalingupnutrition.org/sun-countries/tanzania/>

⁷ Post-harvest losses in Tanzania. Challenges and Options for Mitigation. Tanzanian Markets-PAN Policy Brief no-3 (2013). See https://docs.google.com/viewer?url=http://www.repoa.or.tz/images/uploads/Post-harvest_losses_in_Tanzania_TM_PAN_-_English_3.pdf

⁸ In Zanzibar, women own a tenth of agricultural land in rural households and a twentieth in urban households.

⁹ African Development Bank (AFDB), 2016; WFP. 2017. Tanzania Gender Analysis.

Development Programme Phase Two (ASDP II) (2017–2021) aims to increase agricultural gross domestic product (GDP), improve smallholder incomes and ensure food security by 2025.

6. *Sustainable food systems.* Agriculture accounts for 25 percent of GDP but there is little private-sector and government investment, resulting in poor infrastructure, inadequate value addition and lack of research and technology. Inequalities, reflected in the high level of discrimination reported in the Social Institutions and Gender Index, impede the establishment of sustainable food systems.¹⁰ Nonetheless, the Government's 2012 National Climate Change Strategy¹¹ covers adaptation, mitigation and cross-cutting issues, with a focus on the agriculture sector.

Macroeconomic environment

7. Annual GDP growth averaging 7 percent in the past five years¹² is led by the transport, mining, communications and finance sectors. Food price inflation averaged 11 percent between 2010 and 2016. Economic stability is projected for the next two years, with 7 percent growth in 2017/18; annual inflation is projected to decline to 5 percent.¹³ Agricultural growth has averaged 4.2 percent in the last seven years. Tanzania is an under-utilized supply route for central, southern and east Africa, which represents an important part of the regional economy. Unemployment is 10.3 percent, of which women account for 65 percent.¹⁴ Gender and other inequalities in the macroeconomic environment are an impediment to the economic empowerment of women and the attainment of sustained food and nutrition security.

Cross-sectoral linkages

8. Despite recent economic growth, inequality has increased. The decline of the Gini coefficient is driven by disparities in income, location and gender and by urbanization; the gender inequality index ranks the country 125th of 155 countries.¹⁵ About 65 percent of farmers are women, and 33 percent of households are headed by women; political processes that promote women's participation are increasing – for example, 36 percent of national parliamentarians are women.¹⁶ The population is expected to double by 2050; of the current 50 million people, 68 percent live in rural areas and depend on agriculture but the rate of urbanization is increasing.¹⁷

1.3 Hunger Gaps and Challenges

9. *Agricultural.* Low yields, poor food storage and weak market linkages contribute to significant post-harvest losses. Because various barriers prevent smallholders from participating profitably in markets, agricultural risk management is a priority: risks include crop loss, access to credit, price variability, post-harvest losses, disasters and impacts of climate change. Climate and disaster risk reduction are essential, along with the livelihood element of government social protection and progress towards gender equality. The maize sector offers potential for growth because Tanzania is sub-Saharan Africa's fourth largest producer and harvests an annual surplus.
10. *Nutrition.* Despite economic growth and improvements in living standards, food and nutrition security are major economic and social problems. The 2015/16 demographic and health survey showed that nutrition challenges include: i) 34 percent prevalence of stunting among children under 5 – 36.7 among boys and 32.2 percent among girls; ii) anaemia prevalence of 45 percent among women of reproductive age and 58 percent among children under 5 – 56 percent among girls and 59.5 percent among boys; and iii) increasing prevalence of overweight and obesity, reaching 28 percent among women aged 15–49. Severe and persistent chronic

¹⁰ <http://www.genderindex.org/country/tanzania>

¹¹ National Climate Change Strategy, 2012.

¹² National Bureau of Statistics, 2016.

¹³ World Bank. 2016. <http://data.worldbank.org/indicator/NY.GDP.DEFL.KD.ZG>

¹⁴ 2016 data from the National Bureau of Statistics indicate higher rates of unemployment and lower rates of labour force participation among women than men, young people than adults and young women than young men.

¹⁵ United Nations Development Programme (UNDP). 2015. *Human Development Report*. New York.

¹⁶ Inter-Parliamentary Union, Women in National Parliaments database.

¹⁷ World Bank. 2015. <http://data.worldbank.org/indicator/SP.URB.TOTL.IN.ZS?page=3>

malnutrition, even in areas of surplus cereal production, reflects gaps in dietary diversity and nutritional knowledge. With HIV affecting 5 percent of the population and prevalence and infection rates among women being almost double those of men,¹⁸ Tanzania is one of the 35 “fast-track” countries, which together account for 89 percent of new HIV infections worldwide.

11. *Climate change.* To address the effects of climate change on food security, Tanzania has joined the East African Community and other bilateral and multilateral processes. Limited institutional and technical capacities are barriers to addressing climate change.
12. *Fragmentation of food security approaches.* Work to promote food and nutrition security and social protection has become uncoordinated in recent years. Recognizing the need to enhance cohesion, rectify gaps and minimize programme overlaps, the Government has developed multi-sector approaches to address the challenges and expects the humanitarian and development community to operate in accordance with them.
13. *Gender equality-related challenges.* Recent legislation enhances women’s economic and political roles:¹⁹ the Tanzania Development Vision, for example, has “... gender equality and the empowerment of women in all socio-economic and political relations and cultures...” as a target. Legislative and financial barriers remain, and gender norms impede women’s full participation in economic and social development. Women account for 70 percent of food production, but face challenges in lack of access to skills development, control of productive resources and high rates of domestic violence.²⁰ The plots of women farmers are on average 40 percent smaller than those of men and have lower yields;²¹ women have fewer hours to devote to farming and are less likely to hire labour or invest in high-value crops.²²

1.4 Country Priorities

Government

14. Government investment in social protection has significantly increased, but remains low by regional standards at 2.3 percent of GDP. The Government’s intention is to improve linkages between social services and production. The National Social Protection Framework (NSPF) operationalized through the Tanzania Social Action Fund (TASA) is a funding facility of the Office of the President for social services and infrastructure improvements through public works and cash transfers for vulnerable citizens. The primary mechanism is the Productive Social Safety Net (PSSN) programme, in which WFP participates.
15. National agricultural priorities are reflected in ASDP II, which focuses on commercialization of smallholders’ production as part of the industrialization of the economy, a goal of FYDP II. Addressing productivity, market linkages and domestic and regional marketing are priorities for realizing productive potential and driving inclusive rural growth.
16. The Government’s approach to addressing chronic malnutrition includes membership of the Scaling Up Nutrition movement and the Renewed Efforts Against Child Hunger and Undernutrition (REACH) initiative. The High-Level Steering Committee on Nutrition coordinated by the Office of the Prime Minister is prioritizing multi-sector approaches such as the goals of the 2030 Agenda, World Health Assembly targets, the United Nations Decade of Action on Nutrition and the Second International Conference on Nutrition.

¹⁸ Tanzania 2011–2012 HIV/AIDS and Malaria Indicator Survey: Key Findings and Global AIDS Response Country Progress Report.

¹⁹ National Strategy for Gender Development (NSGD).

²⁰ Tanzania: Situation of Female Victims of Domestic Violence, including Legislation and Availability of State Protection and Support Services (2012–July 2015).

²¹ World Bank, UN-Women, United Nations Environment Programme (UNEP), UNDP, The Cost of the Gender Gap in Agricultural Productivity in Malawi, Tanzania and Uganda, 2015:

<http://documents.worldbank.org/curated/en/847131467987832287/pdf/100234-WP-PUBLIC-Box393225B-The-Cost-of-the-Gender-Gap-in-Agricultural-Productivity-in-Malawi-Tanzania-and-Uganda.pdf>

²² WFP Tanzania Gender Analysis, 2017.

17. The Government's climate change strategy aims to enhance resilience and reduce the vulnerability of natural and social systems. Climate-smart agriculture is a priority for the Government and donors, but there is little integration among development agencies: this is an opportunity for WFP to take on a coordination role with public- and private-sector actors.

United Nations and other partners

18. Tanzania is a United Nations Delivering as One country and is implementing phase 2 of the United Nations Development Assistance Plan for 2016–2021 (UNDAP II), whose four thematic areas are inclusive growth, a healthy nation, resilience, and democratic governance, human rights and gender equality. WFP chairs the thematic results group for resilience in 2016/17.
19. The REACH initiative supports the Government in addressing undernutrition and achieving the Sustainable Development Goal (SDG) 2.2 targets.
20. The United Nations joint programme for northwestern Tanzania (2017–2021) is a joint programme to improve security in Kigoma by addressing the causes of migration, poverty and insecurity. WFP leads the agriculture theme, working with the Food and Agriculture Organization of the United Nations (FAO), UNEP, the United Nations Capital Development Fund and the International Trade Centre.

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

21. WFP will continue its humanitarian operations, shifting gradually to increased engagement in smallholder market access, re-engagement in disaster preparedness, nutrition support and social protection. This has been welcomed by the Government and other stakeholders.
22. The 2015 country portfolio evaluation noted that WFP was using a weak theory of change to demonstrate linkages between activities and outcomes, and that although the portfolio reflected WFP's technical competence, a lack of focus undermined the effectiveness and sustainability of results. The evaluation recommendations that WFP shift to providing technical assistance and explore the potential of cash-based transfers (CBTs) are part of the basis of this country strategic plan (CSP).
23. The findings of the 2015/16 zero hunger strategic review of food security and nutrition, which was based on the targets of SDG 2 and highlighted the challenges faced by smallholder farmers and the need for a food-systems approach to food security, are also part of the basis for this CSP. The review was complemented by external assessments of gender,²³ nutrition,²⁴ agricultural value chains, social protection²⁵ and resilience carried out in 2016.²⁶
24. Following a pilot in Nyarugusu refugee camp in 2016/17, cash-based assistance for refugees will be increased to reach 260,000 beneficiaries. The use of CBTs has the potential to benefit stakeholders such as local traders and host communities, and is favoured by donors and the Government.
25. In recent years WFP has not been perceived as a significant contributor to the national nutrition response. The design of the CSP was accordingly guided by a recent Fill the Nutrient Gap (FNG) study and the WFP Nutrition Policy with a view to gathering evidence to inform programming and hence improve nutrition situation analysis and decision-making.
26. Building on Purchase for Progress, the Farm-to-Market Alliance of public and private value chain partners will continue to provide agricultural services for smallholder farmers with a view to upgrading the agricultural market system, including reducing gender inequalities and contributing to women's economic empowerment, and overall economic growth. The agricultural activities in this CSP will enable smallholders to produce marketable surpluses to increase their

²³ Tanzania Gender Networking Programme, 2017, WFP Tanzania gender analysis, 2017.

²⁴ Kavishe, F. 2016. *Recommended Nutrition Strategy 2017–2020*, WFP Tanzania.

²⁵ Institute of Development Studies. 2016. *Social Protection Background Paper*. Brighton, UK.

²⁶ Food Economy Group. 2016. *Resilience Background Paper*, WFP Tanzania.

incomes, livelihood resilience and food security: they will address risks that limit smallholders' market participation – crop losses, low access to credit, gender inequalities, and food price variability. The move to cash-based programming and economic integration of refugee and host communities will be enhanced by the focus on areas near refugee camps. Sustainable refugee livelihood opportunities will also be explored.

27. WFP will support the Government's public works programmes as this CSP shifts from direct implementation of food assistance for assets (FFA) to collaboration with TASAF: WFP will advocate for the integration of nutrition priorities into national social-protection systems to address nutrition challenges.
28. The mid-term evaluation of the WFP Strategic Plan (2014–2017) recommended the formation of partnerships to enhance national policies and food systems through systematic approaches to national capacity development. A new supply chain strategy will support the National Food Reserve Agency (NFRA) in expanding its role as an emergency responder.
29. Lessons learned from school feeding and the 2017 home-grown school feeding pilot will continue to be shared with the Government to foster best practices. WFP will support future school feeding at the request of the Government.

2.2 Opportunities for WFP

30. There are opportunities to assist the Government at the policy level, through advocacy and technical guidance and at the local level by leveraging WFP's field presence and supply chain capability. Entry points include:
 - i) support for dialogue on the national refugee policy with a view to increasing engagement in agricultural activities for host communities;
 - ii) support for enhancement of the shock-responsiveness of national social protection and disaster management systems through community and government institutions;
 - iii) leveraging of WFP's strengths in managing supply chains to support the Government in upgrading national food systems;
 - iv) assistance for the Government in addressing nutrition security gaps highlighted in the NMNAP; and
 - v) increasing smallholder farmers' access to financial services and value chain inputs, with a focus on gender equality.
31. A 2016 external study of social protection identified opportunities for WFP to contribute to the enhancement of:
 - i) national social protection systems, by brokering relationships between the Disaster Management Department (DMD) of the Office of the Prime Minister and TASAF;
 - ii) early-warning systems and emergency preparedness, by promoting the scale-up of social transfers in times of acute need;
 - iii) nutrition-sensitive interventions complementing the PSSN to link social-protection activities to nutrition outputs;
 - iv) provision of technical specifications, quality controls and monitoring for public works; and
 - v) development of resilient livelihoods by leveraging WFP's role in the UNDAP II thematic results group.
32. WFP's Gender Action Plan and gender analysis²³ identified gender-transformative programming opportunities aligned with the National Strategy for Gender Development.²⁷ Strategic outcome 3 of the CSP will contribute to women's empowerment, reflecting the fact that most smallholder farmers in Tanzania are women. According to FAO, agricultural output could be increased by 4 percent if land used by women received farm inputs on the same level as men.²⁸

²⁷ Ministry of Community Development, Gender and Children. 2006
http://www.mcdgc.go.tz/data/Tanzania_-_National_Strategy_for_Gender_Development.pdf.

²⁸ FAO. 2011. *The State of Food and Agriculture 2010–2011. Women in Agriculture: Closing the Gender Gap for Development*. Rome.

The country office has identified gender-transformative actions for each programme area and actions to implement “a CSP that promotes gender equality and women’s empowerment.”

2.3 Strategic Changes

- 33. As recommended by the 2015 Country Portfolio Evaluation (CPE) and external studies, the CSP will shift from service delivery to support for the development of national programmes addressing food and livelihood insecurity. WFP’s assistance will transition to policy, advisory and technical support with a view to integrating the work of external stakeholders into national systems.
- 34. As part of this shift CSP activities will focus on enhancing the shock responsiveness of national social protection and disaster management systems and providing technical assistance. The NSPF has three pillars and working groups on contributory social protection, productive inclusion and social services: WFP will concentrate on productive inclusion in programmes for public works, agricultural input subsidies, financial inclusion and livelihood development.
- 35. The Farm to Market Alliance business model supports the aim of achieving food security in rural areas. A consortium of buyers commits to multi-year engagement with smallholder farmers to create systemic change for the commercial engagement of smallholders, equitably for women and men. Aggregating buyer demand before planting enables farmers to increase their access to downstream services. Loans and insurance options enable farmers to invest in productivity and improve market access; access to credit helps women farmers in particular to participate in formal agricultural markets.
- 36. WFP recognizes the need to improve its testing and scaling up of innovations. The country office has the potential to be a leader in promoting innovations and scaling them up, and the Government has a reputation for driving innovation in development: in these circumstances a WFP hub for field testing would be well placed to assess the appropriateness and scalability of innovations that promote achievement of zero hunger and the SDGs. The WFP Innovations Accelerator in Munich has offered to provide technologies and a team of experts to support this project.

3. WFP’s Strategic Orientation

3.1 Direction, Focus and Intended Impacts

- 37. The activities for each strategic outcome of this CSP position WFP’s country office as a knowledge organization that helps others to understand hunger and nutrition issues with a view to national ownership. They are context-specific and take nutrition, resilience, gender equality and protection into account, in line with government priorities. WFP will strive to provide assistance in ways that promote equity and empowerment, including by addressing economic inequalities between women and men.
- 38. This CSP for 2017–2021 is aligned with FYDP II, UNDAP II, NMNAP, ASDP II and the Tanzania Development Vision 2025. It takes into account lessons learned, consultation with government and other stakeholders, the zero hunger strategic review and studies of resourcing and gender equality. It constitutes a shift to long-term recovery and resilience through technical assistance and innovative approaches to addressing the causes of food insecurity and malnutrition. The five strategic outcomes are based on WFP’s Strategic Results, the Government’s priorities and WFP’s experience and expertise.

3.2 Strategic Outcomes, Focus Areas, Expected Outputs and Key Activities

Strategic outcome 1: Refugees and other acutely food-insecure people in Tanzania are able to meet their basic food and nutrition requirements in times of crisis

- 39. WFP assistance is aligned with the Tanzania National Refugee Policy (2003) and WFP’s humanitarian mandate. WFP will follow the joint strategy with the Office of the United Nations High Commissioner for Refugees (UNHCR) for enhancing self-reliance in food security and nutrition in protracted refugee situations, capitalizing on recent experience in Uganda to advocate for economic opportunities for refugees and host communities, with particular attention

to the engagement and economic empowerment of women. This will include training in post-harvest handling and storage equipment in alignment with strategic outcome 3.

40. The utilization of CBTs will foster good relations between refugee and host communities by providing market and livelihood opportunities and supporting activities under strategic outcome 3 and the livelihood component of strategic outcome 4. WFP will promote financial inclusion through increased access to financial services, particularly for women, and will monitor potential risks.
41. WFP will promote sustainable solutions to the refugee situation and will work with UNHCR to apply the Comprehensive Refugee Response Framework.²⁹ It will also support other humanitarian actions that exceed the Government's ability. This outcome envisages an increase in refugee numbers from 350,000 to 400,000 in 2017, and a progressive decrease starting in 2020.

Focus area

42. The focus of strategic outcome 1 is crisis response through activities that seek to maintain food security and nutrition, support recovery and restore livelihoods.

Expected outputs

43. This strategic outcome has three expected outputs:
 - Refugees and other vulnerable populations receive unconditional cash- and/or food-based transfers in order to meet their basic food and nutrition requirements.
 - Targeted refugees and other beneficiaries receive cash and/or food, benefit from improved knowledge in nutrition and/or receive supplementary nutritious foods in order improve their nutrition status.
 - Refugees and host communities benefit from government's access to evidence-based assessments in livelihood opportunities for refugees in order to have sustainable access to food and improve their resilience to shocks.

Key activities

44. *Activity 1: Provide cash- and/or food-based transfers to refugees living in official camps.* Unconditional transfers will meet the basic food and nutrition needs of vulnerable populations. Supplementary feeding for targeted populations will address moderate acute malnutrition (MAM) and prevent stunting and micronutrient deficiencies. Food and cash-based transfers will be complemented with gender equality and nutrition-sensitive social and behaviour change communication (SBCC), particularly in conjunction with CBTs, to increase consumption of nutrient-dense foods. Lessons learned will be shared with the Government for social protection and disaster response programming (activity category 1; modality: food/CBT/capacity strengthening).
45. *Activity 2: Provide evidence for the Government and engage in policy dialogue.* WFP and UNHCR will continue to support the Government and partners in joint assessment missions to determine the status of refugees, assessments of nutrition, protection and food security and participatory gender analyses, supporting the Comprehensive Refugee Response Framework (activity category 9; modality: capacity strengthening).

Strategic outcome 2: Vulnerable populations in prioritized districts have improved nutrition status in line with national targets by 2021

46. WFP will address gaps in the NMNAP, whose goal is that "... children, adolescents, women and men in Tanzania are better nourished leading to healthier and more productive lives that contribute to economic growth and sustainable development."
47. WFP will enhance national capacities for addressing malnutrition by working with the Tanzania Food and Nutrition Centre (TFNC) to increase technical capacities and programme reach. The research component will generate knowledge and evidence to inform the

²⁹ United Nations General Assembly resolution A/RES/71/1, Annex 1.

Government's policy decisions, programme design and prioritization of investments. Enhanced public-sector capacity to identify, target and assist nutritionally vulnerable populations in their diversity will be the measure of this outcome.

48. The FNG study showed that the drivers of chronic malnutrition varied by region and socio-economic status and highlighted the need for a targeted approach. The nutrient gap is caused by lack of dietary diversity, dependence on unfortified staple foods, the high cost of meeting household nutrient needs with food available on the market, and poverty and economic inequalities. The tool takes into account age-specific and sex-specific nutrient needs and situations of women, men, girls and boys in identifying nutrition gaps in different population segments.
49. WFP's programmes addressing stunting reduction and treating MAM will supply special nutritious foods through health facilities, complemented by gender-targeted, nutrition-focused social and behaviour change communication. Strategic outcome 2 will include a complementary package of support for agricultural and livestock production at the household level, and will support nutrition data management. In pastoralist areas, WFP will provide nutrition education to reduce stunting; its agriculture programmes under strategic objective 3 will also include nutrition-sensitive initiatives. The rate of acute malnutrition is less than 5 percent, but WFP is prepared to address the issue at the Government's request.

Focus area

50. The focus areas of strategic outcome 2 support the Government in addressing the root causes of malnutrition by enhancing evidence and sharing knowledge among stakeholders, complemented by stunting reduction projects in targeted districts. This outcome contributes to SDG 3 for health.

Expected outputs

51. This strategic outcome has four expected outputs:
 - Children and pregnant and lactating women receive specialized nutritious foods in order to prevent malnutrition.
 - Malnourished children and pregnant and lactating women receive specialized nutritious foods in order to treat malnutrition.
 - Vulnerable individuals benefit from improved knowledge in behavioural and/or agricultural practices for better nutrition in order to improve their nutrition status.
 - At-risk populations benefit from strengthened, evidence-based national capacity to address nutrition needs in order to give people sustainable access to adequate food and nutrition and complementary health services.

Key activities

52. *Activity 3: Provide nutrition services to at-risk populations in targeted districts.* Specialized nutritious foods, MAM treatment, stunting prevention and SBCC focusing on nutrition and gender equality will be provided in targeted districts. WFP will support nutrition-sensitive agricultural initiatives and the strengthening of information management systems. In targeted districts of pastoralist areas WFP will provide nutrition education in a multi-sector approach for the reduction of stunting (activity category 6; modality: food transfers and capacity strengthening).
53. *Activity 4: Provide capacity strengthening to government entities involved in nutrition programming.* WFP will support TFNC to address gaps identified by the NMNAP and the FNG study, and will obtain evidence to support advocacy, policy-making and programme design for the achievement of national nutrition targets (activity category 9; modality: capacity strengthening).

Strategic outcome 3: Targeted smallholders in prioritized districts will have increased access to agricultural markets by 2030

54. In view of the need to enable changes in market systems and address post-harvest losses, the WFP strategy for agricultural value chains will complement the national strategy for agricultural development in ASDP II. WFP has helped to design a multi-stakeholder project to increase the incomes of at least 250,000 smallholder farmers in prioritized regions by 2021; women farmers, young people employed in agriculture, processing and distribution, labourers and small-scale food processors will be targeted.
55. Following successes in 2015 and 2016, the business model will support 50,000 farmers by the end of the 2016/17 season and 250,000 by 2021, of whom up to 50 percent will be women, or 30 percent if this proves infeasible. Semi-subsistence smallholders, particularly women, with landholdings of less than 2 ha will be targeted by non-governmental organizations (NGOs) working in the target regions.
56. To address negative effects of climate change, the country office will work with the Government through the Office of the Vice President, which is responsible for the environment, with a view to scaling up WFP's pilot climate services project and integrating it into interventions including the Rural Resilience Initiative.
57. This strategic outcome will be nutrition-sensitive and gender-transformative and will focus on crop diversification, investment in technologies to empower women and nutrition-sensitive SBCC in agricultural training.

Focus area

58. Strategic outcome 3 addresses the root causes of food insecurity and vulnerability among smallholder farmers – low productivity, poor risk management, barriers to market access and gender inequalities – with a view to enhancing food security and nutrition and strengthening institutional capacities to support this target group.

Expected outputs

59. This strategic outcome has four expected outputs:
 - Targeted smallholder farmers benefit from WFP value chain support in order to have improved access to profitable markets and increase their incomes.
 - Targeted smallholder farmers benefit from increased availability of financial and insurance services in order to increase production and incomes.
 - Targeted smallholder farmers benefit from improved availability of climate-smart agricultural services and products in order to increase productivity and incomes and mitigate the negative effects of climate change.
 - Targeted smallholder farmers benefit from increased access to household and community storage infrastructure in order to reduce post-harvest losses and increase incomes.

Key activities

60. *Activity 5: Provide value-chain support to smallholder famers.* WFP will facilitate partnerships of private- and public-sector actors to provide credit and insurance services to address the causes of post-harvest losses in important crops, provide access to extension services, inputs and markets, and address structural inequalities affecting women farmers (activity category 7; modality: capacity strengthening).
61. *Activity 6: Promote climate-smart agriculture and crop diversification amongst smallholder farmers.* Innovative risk management and transfer and management products that enable smallholders to adapt to climate shocks will be explored (activity category 7; modality: capacity strengthening).

Strategic outcome 4: Disaster management and social protection systems in Tanzania reliably address the basic food and nutrition needs of the poorest and most food-insecure populations throughout the year, including in times of crisis

62. The NSPF enables WFP and development actors to align their programming with national objectives. Strategic outcome 4 supports NSPF objectives 3 – design and implement new social protection programmes, 4 – develop an integrated social protection delivery system, 5 – provide mechanisms to monitor and evaluate social protection programmes, and 6 – enhance transparency and accountability in the provision of social protection.
63. WFP will support the PSSN with: i) unconditional transfers to eligible households; ii) conditional transfers to encourage investment in education, health and nutrition; and iii) seasonal conditional transfers to build livelihood assets and ensure food consumption during lean seasons through public works. WFP will draw on its experience to enhance shock-responsive and gender-transformative programming in disaster risk reduction and management.
64. The 2015 National Disaster Management Act is the institutional and financing framework for disaster management. WFP is working with the Disaster Management Department (DMD) to enhance the capacities of national emergency preparedness and response systems in logistics capacity assessments and to establish a roster of emergency response staff. WFP will assist DMD in reassessing the locations of emergency response hubs, which store limited non-food items, to ensure efficiency and cost-effectiveness and to assess the feasibility of upgrading to a fully equipped emergency preparedness and response centre in line with the plan to move the capital from Dar es Salaam to Dodoma.
65. WFP will support the NFRA in improving food systems and supporting women and men smallholder farmers by:
 - purchasing food for WFP operations in Tanzania and elsewhere;
 - supporting the NFRA through capacity strengthening in supply-chain activities to increase competitiveness and efficiency;
 - enhancing quality standard mechanisms for grains procured, stored and distributed to vulnerable populations; and
 - establishing information systems and building a database of smallholder farmers.
66. WFP will support the improvement of supply chain capacities through a phased approach to outsource maize milling to the private sector as food fortification increases. It will establish systems for purchasing maize from smallholder farmers for milling and utilization in rations for refugees. This approach integrates strategic outcomes 1 and 3 by connecting farmers to mills and establishing sustainable sources of income, equally for women and men.
67. WFP will continue to support communities through FFA, which is currently supported by the Saemaul Zero Hunger Communities Project. The initiatives will gradually be incorporated into TASAF programming. WFP will provide technical assistance for TASAF on various aspects of the PSSN and public works programmes – targeting, design and quality of work schemes, strengthening of local government capacities, integration and scale-up.
68. WFP will continue to support supply chain services such as procurement, logistics, information technology and communications through the Delivering as One model and public-sector stakeholders as required.

Focus area

69. The focus area of this outcome will be building resilience to shocks by enhancing national systems and identifying new mechanisms to achieve sustainable social protection outcomes.

Expected outputs

70. This strategic outcome has four expected outputs:

- Food-insecure people benefit from improved government capacity in safety net development and management in order to have improved access to their basic needs.
- Food-insecure people benefit from the Government's improved ability to scale up safety net provision in times of shocks in order to ensure that they continuously meet their basic needs.
- Targeted food-insecure communities benefit from construction of long-term community assets in order to improve food security.
- Vulnerable communities in Tanzania benefit from WFP provision of supply chain and information technology (IT) services to development partners and their strengthened capacity that improves the effectiveness of development and humanitarian programmes.

Key activities

71. *Activity 7: Provide capacity support to government food security institutions.* WFP will work with TASAF, DMD, NFRA, the Ministry of Agriculture, Livestock and Fisheries and other ministries in:

- assisting TASAF in enhancing the food and nutrition security outcomes and shock responsiveness of its programming;
- enhancing national emergency preparedness and response capacities;
- providing technical assistance in market analysis and food security monitoring;
- developing the capacities of NFRA; and
- supporting food-insecure communities in targeted districts in building resilience to shocks through the creation of long-term community assets that take into account the priorities of, and empower, women and men, and girls and boys, as applicable (activity category 9: modality: capacity strengthening, food/CBTs).

72. *Activity 8: Provide supply chain and IT capacity, expertise and services to partners.* WFP will provide supply chain and other services to enable third parties to meet their SDG objectives; these services may include support to procurement management, customs clearance, storage, stock management, verification, transport, delivery and IT.

Strategic outcome 5: WFP and its partners in Tanzania and beyond are facilitated to foster, test, refine and scale up innovation that contributes to the achievement of the SDGs by 2030

73. Strategic outcome 5 supports the Government in achieving the goals of FYDP II, which contributes to SDG 2 targets and articulates the need to "... unleash the creativity of private-sector and other stakeholders in harnessing Tanzania's comparative advantages and thereby boosting productivity, enhancing innovation, and fostering economic integration and deepening participation in the regional and global value chains..." .

74. Supported by the Munich Innovation Accelerator, the country office is piloting innovative approaches such as the XPRIZE competition, the WFP Farmer App, Adaptive Programming and Farm from a Box.

75. The Tanzania field innovation hub – will connect WFP's global network of designers, experts, entrepreneurs, academic institutions, foundations and private-sector organizations with a view to sourcing ideas and talent to address problems encountered in the programmes of WFP and its partners. The hub will equip local entrepreneurs with the skills to drive innovation and develop hunger solutions and address gender inequalities. It will also promote South–South cooperation by facilitating partnerships between local and regional stakeholders. Strategic outcome 5 will benefit from guidance from WFP global centres of excellence with a view to achieving SDG 17 and supporting the Delivering as One agenda in Tanzania.

Focus area

76. Strategic outcome 5 will contribute to resilience-building and help address development challenges by optimizing the relevant tools and knowledge: it focuses on innovative ideas that address national priorities and could eventually lead to innovative hunger solutions.

Expected output

77. This strategic outcome has one expected output:

- Vulnerable individuals in Tanzania benefit from increased access of humanitarian and development partners to innovative assistance programming in order to receive more effective support, including in times of crisis.

Key Activities

78. *Activity 9: Provide innovation-focused support to partners and targeted populations.* In collaboration with the Innovations Accelerator and partners WFP will develop an enabling environment to support the scale-up of innovative solutions to support achievement of the SDGs. Successful innovations will be supported by the Innovations Accelerator in scaling up and obtaining strategic and project management support, implementation tools and publicity strategies. The field innovation hub will offer workshops and lectures, eventually becoming a local centre of innovation contributing to partnerships with the Government, academic institutions, civil society organizations and entrepreneurs (*activity category 10; modality: capacity strengthening and service delivery*).

3.3 Transition and Exit Strategies

79. By enhancing national systems during this CSP and the next 13 years, WFP will support the country in achieving the goals of the 2030 Agenda and eventually exit from the United Republic of Tanzania. The exit strategy will involve assistance for the Government in building robust national systems for food and nutrition security monitoring and emergency preparedness and response. A modern, industrialized and gender-equitable agriculture sector will improve the food security and livelihoods of smallholder farmers by promoting increased yields of diversified and nutritious crops. National logistics and supply chain improvements, enabled by support from WFP, will ultimately result in shock-resistant national food systems.
80. WFP's advocacy for sustainable refugee solutions will contribute to building national humanitarian response capacities and creating resilient communities. WFP will also engage with host communities and refugees in social protection activities and Farm to Market Alliance business opportunities, and will provide CBTs to stimulate local economies.
81. By helping NMNAP to establish a reliable evidence base WFP will contribute to long-term nutrition security with a view to gradual hand-over to a capable network of government and national stakeholders.
82. WFP's initial investment in and support for the Farm to Market Alliance develops farmers' autonomy by providing agricultural services through public-sector partnerships with a view to eventual hand-over to the Government and long-term sustainability.

4. Implementation Arrangements

4.1 Beneficiary Analysis

83. Beneficiary figures for strategic outcome 1 may be revised following verifications by UNHCR or if durable solutions are found for a large number of refugees. While the current encampment policy is enforced, WFP will target 100 percent of refugees; if the policy changes targeted assistance will be considered. Table 1 does not include beneficiaries assisted through SBCC, support for smallholder farmers, capacity development or technical assistance.

TABLE 1: FOOD AND CASH-BASED TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY

Strategic outcome		Women/girls	Men/boys	Total
1	Activity 1: General food distribution – food/CBTs	204 000	196 000	400 000
2	Activity 3: Nutrition – food	132 652	52 276	184 928
4	Activity 7: Food assistance for assets – food	3 266	3 137	6 403
Total		338 918	251 413	591 331

4.2 Transfers

Food and Cash-Based Transfers

**TABLE 2: FOOD RATION (*g/person/day*) OR CBT VALUE (*USD/person/day*)
BY STRATEGIC OUTCOME AND ACTIVITY**

Beneficiary type	Strategic outcome 1							Strategic outcome 2				Strategic outcome 4
	Activity 1							Activity 3				Activity 7
Modality	GFD	IPD	HIV/TB	Stunt. prev. PLW	Stunt. prev. 6–23 m	MAM 6–59 m	MNP 24–59	MAM PLW	MAM 6–59m	Stunt. prev. PLW	Stunt Prev 6–23 m	FFA
Cereals	380	200										400
Pulses	120	100										70
Oil	20	20		20				20				30
Salt	5	5										
Sugar												
SuperCereal with sugar	50	200		100								
SuperCereal without sugar			200					230		250		
SuperCereal Plus					100	200			200		200	
Micronutrient powder							0.5					
Kcal/day	2 151	2 003	752	558	394	787		1 041	787	939	787	1 951
% kcal from protein	12.1	13.9	16.3	11.1	16.6	16.6		13.5	16.6	16.3	16.6	9.8
Cash (<i>USD/person/day</i>)*	0.32											
Number of feeding days	365	365	365	365	365	365	365	365	365	365	365	180

GFD = general food distribution; IPD = in-patient distributions; PLW = pregnant and lactating women; MNP = micronutrient powder.

* Value of 2016 pilot transfer: it did not include oil or SuperCereal with sugar, which were given in-kind. A new value will be determined in July 2017 on the basis of market analysis.

TABLE 3: FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/CBT	Total (mt)	Total (USD)
Cereals	90 821	34 207 652
Pulses	26 965	12 276 028
Oil and fats	9 710	9 532 645
Mixed and blended foods	36 239	24 966 599
Micronutrient powder and iodized salt	1 161	729 369
Total food	164 896	81 712 293
CBTs		184 333 500
Total food and CBT value	164 896	266 045 793

84. The general food distribution ration under strategic outcome 1 provides the minimum daily energy requirement of 2,100 kcal per person per day in maize meal, beans or split peas, SuperCereal, fortified vegetable oil and iodized salt. Patients in health centres in refugee camps receive adjusted rations; malnourished people being treated for HIV/AIDS and tuberculosis will receive take-home rations of SuperCereal. Stunting prevention will target pregnant and lactating women and girls with SuperCereal and oil; children aged 6–23 months will receive SuperCereal Plus. Micronutrient powders will be provided in refugee camps for children aged 24–59 months to prevent deficiencies. Under strategic outcome 2, pregnant and lactating women and girls with MAM will receive oil and SuperCereal; other pregnant and lactating women and girls will receive SuperCereal to prevent stunting.
85. The CBT value was calculated on the basis of a typical food selection that met refugees' preferences and constituted a nutritious food basket procured at local market prices. The transfer modality for general food distribution and nutrition programmes will be based on regular assessments of prices and markets. The use of CBTs is expected to increase during the CSP. WFP will leverage government systems to make the transfers with a view to enhancing national capacities for food and cash-based assistance. On the basis of the 2016 pilot, the proposed expansion of CBTs will explore the use of SCOPE³⁰ cards. Decisions affecting CBTs will be informed by analysis of markets, security and gender.

Capacity Strengthening Including South–South Cooperation

86. WFP's assistance for the enhancement of national systems will focus on knowledge generation and technical capacities at the national and local levels, particularly through TASAF, as requested by the Government. WFP will support the Government's policies and priorities through an evidence-based approach that will include technical assistance, exchange of experiences, gender mainstreaming, promotion of South–South cooperation, and partnerships that foster complementarity.

4.3 Supply Chain

87. Tanzania is becoming a supply chain route for central, southern and eastern Africa: the port of Dar es Salaam already handles 14 percent of the imports and exports of neighbouring countries, and could handle more. The Global Commodity Management Facility hub in Dodoma supplies maize to other countries in the region.

³⁰ WFP's beneficiary and transfer management platform.

88. The country is ideal for WFP's food purchases because it produces maize that is not genetically modified. The WFP Global Commodity Management Facility in Dodoma currently supplies maize to other countries in the surrounding region. In recent years WFP has purchased 300,000 mt of maize for supply to Burundi, the Democratic Republic of the Congo, Kenya, Rwanda, Somalia, South Sudan, Uganda and Zimbabwe, and has transported 700,000 mt of food through Dar es Salaam to seven countries in the region. Given that Tanzania could host up to 400,000 refugees in 2017, an effective supply chain from the warehouses in Dodoma, Mtendeli, Nduta and Nyarugusu camps is essential.

4.4 Country Office Capacity and Profile

89. This CSP positions the country office as a partner supporting achievement of the SDGs. This will be done through communication and advocacy with the Government, donors, civil society and private-sector and other partners. The country portfolio budget is informed by an analysis of needs, including sub-offices, staff profiling, training needs, technical development and information technology. It provides for initial external capacity enhancement in nutrition, gender, social protection, innovation, supply chains, monitoring and evaluation and vulnerability analysis and mapping; it allocates resources for staff training and will increase the numbers of national staff members in senior roles and of WFP staff members embedded in government agencies.
90. The country portfolio budget takes into account analyses of requirements in sub-offices, staff training needs, technical development and information technology in alignment with national priorities.

4.5 Partnerships

91. WFP will work with the Government as its primary partner, particularly the Office of the Prime Minister, TFNC, DMD, NFRA, the National Institute of Transport, the Ministry of Agriculture, the Ministry of Health, the Ministry of Community Development, Gender and Children, the Regional Administration and Local Government Department of the Office of the President and the Tanzania Ports Authority.
92. WFP will engage with the public and private sectors to leverage expertise and funding for innovations to achieve zero hunger, focusing on supply chains and agricultural projects. The Innovation Accelerator is the main partner for innovation: it has, for example, set up the Innovation Centre in Food and Nutrition Security for Refugees and Host Communities and the Farm to Market Alliance mobile application for farmers.
93. Non-governmental organizations (NGOs) are major implementing partners. New opportunities will be identified for them during the CSP and current partnerships will continue in monitoring and evaluation and gender-transformative programming. WFP will continue to strengthen the capacities of local NGOs.
94. WFP is a member of the United Nations country team and is chair of the resilience thematic results group. It will partner UNHCR to leverage funding for the refugee operation, with the United Nations Children's Fund on nutrition and with FAO and the International Fund on Agricultural Development (IFAD) on food security and agricultural support.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

95. WFP's monitoring policies and approaches will guide the monitoring of CSP activities. Baselines and targets for outcome indicators will be set in the first three months of CSP implementation, and the country office and its partners will jointly monitor operations with a view to maximizing efficiency and data quality. Outcome and performance indicators in the country office performance management plan will be assessed according to corporate minimum monitoring requirements. Monitoring of SDG and national indicators will be the responsibility of national authorities; WFP will provide assistance as required. Outcome, output and process indicators will be disaggregated by sex and age and related to baseline information. Gender-responsive monitoring and evaluation will support accountability and guide adjustments to WFP's work.

96. The monitoring plan will determine the frequency and method for collecting data for each indicator in the logical framework. Reviews of specific activities will be undertaken periodically, and a mid-term review will inform adjustments to programmes. The country office will use the latest data collection technologies to minimize costs and increase efficiency.
97. There will be a mid-term review of the CSP by mid-2019 and a final evaluation during the last year. A decentralized evaluation of nutrition activities will be commissioned in 2019, managed by the country office with support from the Regional Bureau and Headquarters.

5.2 Risk Management

Contextual risks

98. Deterioration of the security situation in neighbouring countries could lead to arrivals of refugees on a greater scale than predicted. To manage this risk WFP and UNHCR are supporting the Government in developing sustainable assistance mechanisms for refugees and fostering cohesion between refugees and host communities. The country office is aware that funding for strategic outcome 1 may be affected by factors such as changes in donor priorities, other emergencies or a financial crisis. The risk of donors withdrawing support is low.
99. The Government is moving from Dar es Salaam to the new capital Dodoma. WFP and its partners are supporting the move and will remain flexible and adaptable to national priorities in relation to the location of United Nations agency offices, placing essential staff in strategic locations as required.

Programmatic risks

100. The regularly updated risk register will continue to guide preparedness and risk mitigation actions. WFP's evidence-based approach to programming and consultations with partners will ensure that their roles are clear. WFP will work with the Government to identify gaps and develop the capacities of government counterparts and partners as necessary. Climate shocks, such as El Niño weather events, will be prepared for and managed through the activities of strategic objectives 3 and 4.
101. The Farm to Market Alliance will address risks associated with crop losses, credit repayments and prices. A risk-sharing system of guarantor financing involves buyers, banks, financial institutions and input providers backing loans to farmers. Third-level risks include unforeseen export bans or government taxes. WFP will ensure regular policy dialogue with the Government at all levels to facilitate ownership and inclusion in these processes.
102. Structural gender inequalities and discriminatory socio-cultural norms and practices that would prevent achievement of the strategic outcomes will be addressed through systematic use of gender analysis and gender-transformative programming. Negative effects on women's workloads and the quality of food procured will be minimized through gender analysis, targeting, capacity strengthening in post-harvest handling and storage, and engagement of a reputable food inspection company. Operational risks associated with CBTs, including protection risks, will be addressed through regular assessments of markets, cost efficiencies and the use of appropriate modalities.
103. The risk of deterioration of the nutrition situation will be mitigated through monitoring and building the monitoring capacities of national stakeholders; any increased nutritional needs will be met by providing nutrient-dense foods.

Institutional risks

104. The northwestern region is at United Nations security level II, with security clearance required for WFP staff to travel to Kigoma and any refugee camp. WFP complies with minimum operating security standards and is part of the United Nations common security system, with UNHCR as the focal point.

6. Resources for Results

6.1 Country Portfolio Budget

TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)

	2017	2018	2019	2020	2021	Total
Strategic outcome 1	40 949 266	101 277 901	107 159 222	99 870 408	39 023 629	388 280 427
Strategic outcome 2	4 709 261	8 127 816	9 120 943	6 889 659	4 018 707	32 866 385
Strategic outcome 3	2 609 485	4 289 705	4 655 007	5 551 281	4 326 934	21 432 412
Strategic outcome 4	2 248 617	1 637 583	1 582 152	1 662 094	939 837	8 070 283
Strategic outcome 5	518 943	594 928	744 780	705 671	463 033	3 258 632
Total	51 035 572	116 159 208	123 262 105	114 679 113	48 772 140	453 908 139

6.2 Resourcing Outlook

105. The budget for the CSP for 2017 to 2021 is USD 453.9 million. The thematic areas are in line with donor interests and constitute opportunities for mobilizing funds; WFP is consulting donors to identify areas where they can operationalize their objectives. WFP will abide by the commitment to allocating 15 percent of funds to gender-equality activities, which are identified and budgeted in the Gender Action Plan.

6.3 Resource Mobilization Strategy

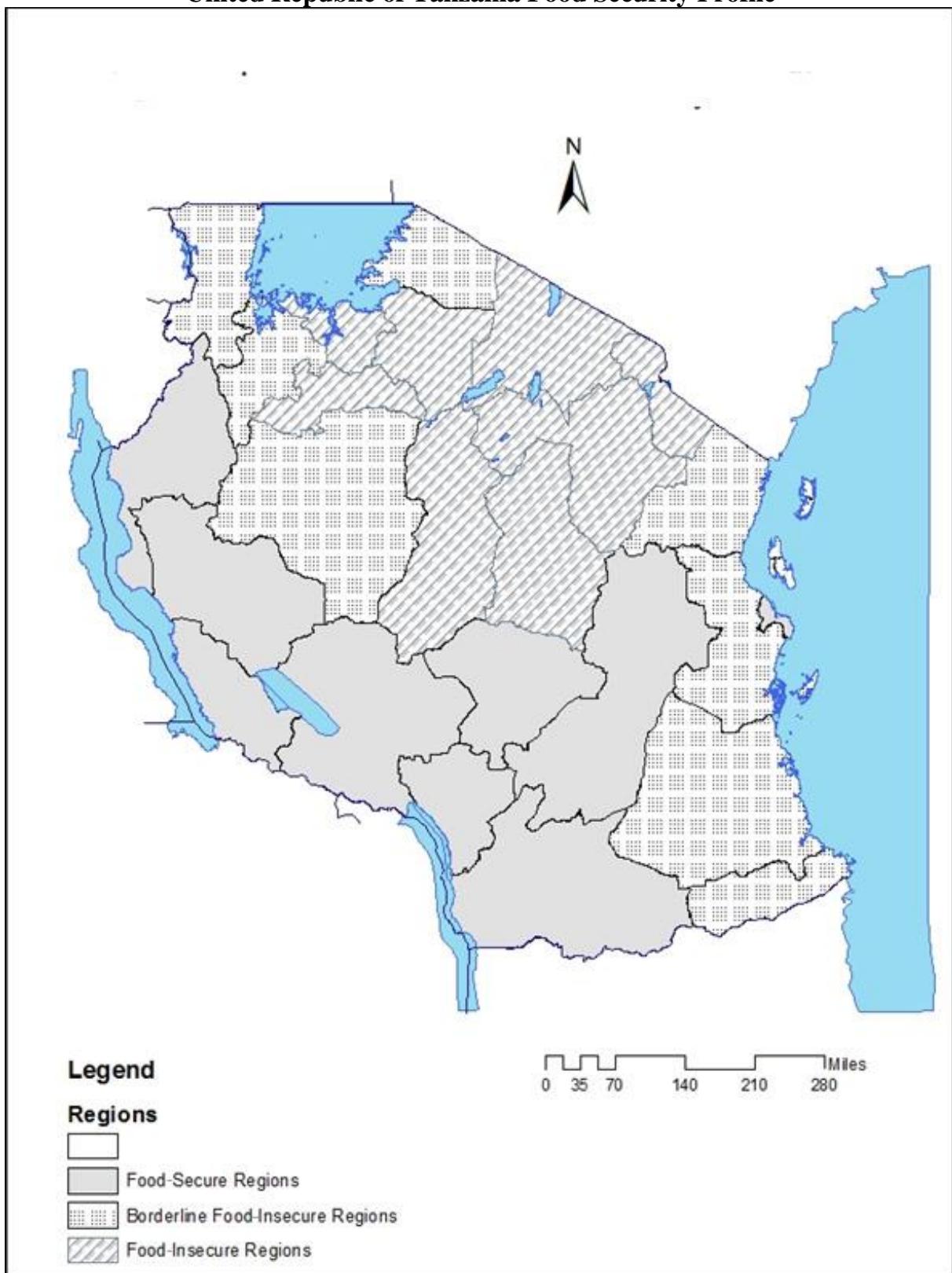
106. A resource mobilization strategy has been developed to support implementation of the CSP and its budget. WFP's regular engagement with the Government and traditional donors will be complemented by increased investments from the private sector and global funds. WFP's Tanzania Partnership Action Plan identifies actions that can be taken with donors under each strategic outcome.

**ANNEX I: SUMMARY OF LOGICAL FRAMEWORK FOR
UNITED REPUBLIC OF TANZANIA COUNTRY STRATEGIC PLAN (2017–2021)**

To be added

ANNEX II

INDICATIVE COST BREAKDOWN (USD)						
	Strategic Result 1/ SDG 2.1	Strategic Result 2/ SDG 2.2	Strategic Result 3/ SDG 2.3	Strategic Result 5/ SDG 17.9	Strategic Result 8/ SDG 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Root causes	Root causes	Building resilience	Building resilience	
Transfers	326 426 397	27 056 956	14 374 334	6 195 950	1 800 255	375 853 532
Implementation	16 451 503	1 990 441	4 506 935	937 844	1 077 744	24 964 467
Adjusted direct support costs (%)	20 001 004	1 669 210	1 149 022	408 526	167 452	23 395 214
Sub-total	362 878 903	30 716 247	20 030 292	7 542 321	3 045 450	424 213 214
Indirect support costs (7 percent)	25 401 523	2 150 137	1 402 120	527 962	213 182	29 694 925
Total	388 280 427	32 866 385	21 432 412	8 070 283	3 258 632	453 908 139

ANNEX III**United Republic of Tanzania Food Security Profile**

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

Acronyms Used in the Document

ASDP II	Agricultural Sector Development Plan Phase Two
CBT	cash-based transfer
CSP	country strategic plan
DMD	Disaster Management Department of the Office of the Prime Minister
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
FNG	Fill the Nutrient Gap
FYDP II	Five-Year National Development Plan, phase 2
GDP	gross domestic product
IT	information technology
MAM	moderate acute malnutrition
NFRA	National Food Reserve Agency
NGO	non-governmental organization
NMNPAP	National Multisectoral Nutrition Action Plan
NSPF	National Social Protection Framework
PLW	pregnant and lactating women
PSSN	Productive Social Safety Net
REACH	Renewed Efforts Against Child Hunger and Undernutrition
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
TASAF	Tanzania Social Action Fund
TFNC	Tanzania Food and Nutrition Centre
UNDAP II	United Nations Development Assistance Plan, phase 2
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees