

# PRO-POOR POLICY DEVELOPMENT AND WEALTH CREATION

## PROGRAMME 2007 - 2010

### Part I. Situation Analysis

Analysis contained in several national policy documents including the national development strategies (MKUKUTA/MKUZA) and UNDPs Country Program and Country Action Plan (CPD/CPAP) reveals that Tanzania has had significant economic growth over the past decade, improved economic fundamentals and steady progress towards the achievement of the MDGs (poverty and hunger, education, health, HIV and AIDS).

Implementation of economic reform programmes that began in 1986 have restored macroeconomic balances leading to high rates of economic growth. Real GDP growth rose from 4.8 per cent in 2000 to 6.8 percent in 2005 (Tanzania Mainland) and 3.6 percent to 5.6 per cent respectively, for Zanzibar. The growth was mainly due to improved performance of the sectors of agriculture, wholesale and retail trade, hotels, restaurants, tourism; mining and manufacturing. The economy is projected to grow by 7.9 per cent in 2008 and 10 per cent in 2010 (Tanzania Mainland) while for Zanzibar, a growth rate of 7 per cent annually up to 2010 is forecasted. Inflation has been contained to a single digit figure, for Tanzania Mainland falling from 6 per cent in 2000 to 4.3 percent in 2005. For the same comparative period, inflation in Zanzibar rose from 6.7 per cent in 2000 to 9.0 percent in 2003 before falling to 8.3 per cent in 2005. The target is to contain and stabilize it around 4 per cent per annum up to 2010.

Despite these achievements a large number of Tanzanians are unable to meet their basic needs and have limited access to social services including water and sanitation. Regional and gender based disparities exist especially with regard to access to post-primary education, resources and employment opportunities. Poverty incidence remains high, up to 49% of Zanzibaris<sup>1</sup> cannot meet their basic needs and poverty and hunger is more pronounced in some districts (74% in Micheweni). In Tanzania Mainland about 36% of the population remains under the basic poverty line (HBS 2000/01). Although growth is significant, it is not yet pro-poor as many youth remain unemployed and there is a skewed distribution with regard to access to technology including ICT. In particular, attention needs to be focused on health related MDGs including improving maternal health, and combating HIV and AIDS, Malaria and other major diseases, which in turn affect growth levels and its quality.

### Part II. National response

In the Mainland, implementation of the five year National Strategy for Growth and Reduction of Poverty (NSGRP) known by its Kiswahili acronym MKUKUTA began in July 2005. Zanzibar is finalizing the ZSGRP or MKUZA document, which addresses the challenges, highlighted during the consultative review of ZPRP and contains the roadmap to achieving the objectives and goals of Vision 2020 to eradicate absolute poverty and attain sustainable human development. In addition, the RGZ has also developed a pro-poor and sustainable growth strategy.

The government (URT) has put in place several national and sub-national processes and reforms in order to ensure wide participation of its citizens in the development process and improve accountability of public officials with regard to high quality service delivery. The process and

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<sup>1</sup> Zanzibar Household and Budget Survey 2004/5

reforms include Public Sector reform, which aims at improving the efficiency and quality of public administration; Local Government reform aimed at realizing the goal of decentralization by devolution; Business Licensing Reform aimed at creating conducive business environment for the development of the private sector. Further, Parastatal sector reforms aim at liberalizing the sector and the economy broadly; Financial sector reform at creating a vibrant financial sector, which responds to the needs of the economy where the private sector is recognized as engine of growth. The governments in partnership with private sector and other stakeholders are implementing the BEST programme to facilitate both local and foreign investments, hence job creation. And finally, Public Financial Management reforms aimed at strengthening the government budgeting process and accountability.

The URT and Zanzibar governments have also continued to strengthen key national processes to ensure broad participation of citizens in policy design and implementation. This has included strengthening national and local planning processes, budgeting, expenditure tracking and poverty monitoring. Mechanisms for empowering communities at the grass roots level have been put in place. In addition, to improve communication between government and stakeholders, the governments have put in place communication strategies.

The Mini Tiger 2020 Plan is being implemented, and aims at increasing the rate of economic growth and the per capita income including job opportunities. The governments (URT & Zanzibar) have developed empowerment policies of Tanzanians to enable them participate in various economic activities. Small and Medium Enterprises (SMEs) are being guaranteed by the Bank of Tanzania (BOT) when they seek loans from financial institutions as part of the programmes to promote entrepreneurship.

The governments' efforts aim at building capacity of government institutions (MDAs) to develop, implement and coordinate pro-poor sector plans and strategies to achieve targets, which are articulated in MKUKUTA/MKUZA. In addition, to improve the monitoring systems at different levels that is linked to public expenditure review, budgeting and planning processes with effective participation from non-state actors. Unleashing the potential of the private sector, currently dominated by a large number of micro and small enterprises, is also a necessary complement and key step to achieve national development.

### **Part III. UN and UNDP Strategy**

In the context of the National Development Strategies (MKUKUTA/MKUZA) and the UN response as articulated in the United Nations Development Assistance Framework (UNDAF), the first pillar of the Country Program Document (CPD/CPAP) will address ***Pro Poor Policy Development And Wealth Creation***. **The Pro-poor Policy Development And Wealth Creation** constitutes a programme with two main components that are:

- (i) Pro Poor Policy Development and Monitoring (Equitable Growth); and
- (ii) Wealth Creation (through Empowerment)

#### ***Component 1: Pro Poor Policy Development and Monitoring (Equitable Growth):***

In order to facilitate the development and implementation of pro-poor policies and strategies at national, sectoral and decentralized level UNDP will work within the framework of national

systems and processes for planning, budgeting, monitoring, reporting and improving advocacy and communication and engage a range of stakeholders including the government, parliament, private sector and civil society. The focus will be on the promoting strategies for pro-poor growth by strengthening research and analysis, monitoring and communication and enhancing effective participation by non-state actors. Through this component, the program will facilitate evidence based decision making and multi-stakeholder dialogue processes that promote equitable growth and reduced inequalities. UNDP will work in partnership with the government, CSOs, academic institutions and development partners. In the context of delivering as one UN country team, UNDP will work closely with other UN agencies through possible Joint Programs in Capacity Development and in support of Zanzibar.

Under this component, the following **key results** are expected during the period 2007 to 2010:

- (i) Improved capacity to design and implement national strategies for pro-poor growth and poverty reduction. (through A Human Rights Based Approach);
- (ii) Informed research, analysis and advocacy on macroeconomic policies/ “fiscal space” required for scaling up investment to achieve National Strategy for Growth and Reduction of Poverty (MKUKUTA/MKUZA) goals and targets;
- (iii) Enhanced capacity of non-state actors for advocacy for policy analysis and poverty monitoring;
- (iv) Comprehensive MKUKUTA/MKUZA Monitoring Master Plan (MMMP) incorporating disaggregated data on cross-cutting themes implemented and Strengthened budget process through support to PER Review Process; and
- (v) MKUKUTA/MKUZA Communication strategies implemented and key messages from MMMP outputs disseminated to relevant audiences.

The **activities** to be undertaken over the period include:

- (i) Training of MDA planning officials in pro-poor policy analysis and policy development (including mainstreaming HIV, Environment, Gender, and Human Rights);
- (ii) Research and studies on scaling up investment to meet MKUKUTA/MKUZA targets and MDGs;
- (iii) Training, skills and develop tools for CSOs to undertake policy analysis, monitoring, and advocacy in institutional governance;
- (iv) Strengthening PER and Budgeting/MTEF (and Budget Guideline) processes and systems at Cluster level;
- (v) Statistical literacy seminars around MDGs;
- (vi) TSED dissemination and links to sectoral/local information systems (resource centers); and;
- (vii) Support to MKUKUA/MKUZA Monitoring, Reporting and Communication systems.

Capacity development activities will be carried out in partnership with UNICEF, UNFPA and others through joint UN program for Capacity Development (to be formulated). The Joint Program for Capacity Development will include support to a proposed Technical Assistance Facility for the Ministry of Planning, Economy and Empowerment (MPEE) and RGoZ to strengthen institutional capacity for planning, policy analysis and monitoring. In addition, the program will support capacity development of planning officers in all MDAs, and representative CSOs on pro poor policy and strategy formulation and human rights issues. Effort will be made to institutionalize training in selected local training facilities e.g. UDSM, ZIFA, etc.

UNDP will collaborate with local research and academic Institutions including ZIFA, REPOA, ESRF and the Economics Department at the UDSM as focal points in building local research capacity for pro poor policy research. In particular a study on scaling up investments to achieve MKUKUTA Targets and the MDGs will be carried out with support from UNDPs Regional Service Centre and Bureau for Development Policy. National dialogue around the issue will be facilitated in collaboration with the Ministry of Finance / MOFEA and other development partners.

In order to develop the capacity of Civil Society Organizations in the area of evidence based policy dialogue, UNDP will build on the initiative commenced in 2006 in collaboration with the Regional Service Centre for Eastern and Southern Africa (RSCEA). Based on a CSO capacity assessment, both short term and medium-term interventions have been identified to address capacity gaps. The proposed mid term capacity development plan will be implemented in collaboration with TANGO (the lead CSO coalition), ANGOZA and UNDP RSCEA.

In the area of monitoring UNDP will work within the framework of national monitoring systems (MKUKUTA/MKUZA) to enhance data collection and dissemination and linkages of monitoring to budgeting and planning processes through Public Expenditure Reviews. Working closely with the Communications Working Groups in the Monitoring Systems in the Mainland and Zanzibar respectively, UNDP will support the implementation of Communication Strategies.

***Component 2: Wealth Creation (Empowerment):***

UNDP will complement national efforts to accelerate growth and create employment by empowering the poor and vulnerable groups to participate in and benefit from emerging opportunities. On the one hand, UNDP will work with government institutions at the national and decentralized levels to create enabling business environment through coordination and implementation of the Mini Tiger Plan, Empowerment policy and SME policy. On the other hand, UNDP will work to enhance the competitiveness of SMEs by building organizational and technical capacity using the Diagnostic Trade Integrated Study (DTIS) as entry point to build export competitiveness. The expansion of the Growing Sustainable Business initiative will serve to complement these efforts through strengthening public private linkages.

Through this component, UNDP will draw from its experience during the previous cycle and introduce additional sustainable business models in rural and urban areas; support the implementation of SME related policies and enhance the competitiveness of SME operators, youth, women and vulnerable groups including PLHA. The focus will be on improving access to micro-finance, micro-insurance and business development services in order to address marginalisation and equity issues.

Under this component, the following **key results** are expected during the period 2007 to 2010:

- (i) Enhanced capacity of the MPEE to coordinate implementation of Mini Tiger Plan and empowerment policy (including Zanzibar);
- (ii) Upgraded organizational and supply capacity (internal operations, leadership, resource mobilization, partnerships, gender responsiveness) of small and medium enterprises, small-scale farmers, agro-processing enterprises, producers groups and cooperatives;
- (iii) Strengthened and increased Public Private partnerships in new pro poor business models;
- (iv) Improved capacity of the Ministry of Industry, Trade and Marketing to coordinate implementation of national SME policy for pro-poor growth and poverty reduction.

- (v) Better and efficient service delivery from increased use of ICT by SMEs and private and public institutions; and
- (vi) Improved access of youth, women and vulnerable groups including People Living with HIV and AIDS (PLHAs) and their caregivers to micro-finance, micro-insurance, business development services (BDS), research and extension services, and agricultural inputs to enhance their participation in productive activities

The **activities** to be undertaken over the period include:

- (i) Capacity development in support of implementation special economic zones (MPEE);
- (ii) Training/skills provision for small and medium enterprises, small-scale farmers, agro-processing enterprises, producers groups and cooperatives on internal operations, leadership, resource mobilization, partnerships, gender responsiveness;
- (iii) Introduction and facilitation of new pro poor business models;
- (iv) Capacity development in support of implementation of national SME policy for pro-poor growth and poverty reduction (Ministry of Industry, Trade and Marketing).
- (v) Promotion of use of ICT by SMEs and private and public institutions; and
- (vi) Training and facilitation of access to Improved access micro-finance, micro-insurance, business development services (BDS), research and extension services, and agricultural inputs to enhance their participation in productive activities by youth, women and vulnerable groups including People Living with HIV and AIDS (PLHAs) and their caregivers.

UNDP will work in partnership with the Ministry of Planning, Economy and Empowerment; Ministry of Trade, Industry and Marketing; private sector associations; and various CSO groups to implement these activities. In the context of delivering as one, UNDP will collaborate with UNIDO and ILO among others and through a possible joint program on Income Poverty.

#### **Part IV. Implementation Arrangements**

In line with the management arrangements elaborated in the CPAP, the Ministry of Planning and Economic Empowerment (MPEE) in the Mainland and the Ministry of Finance in Zanzibar will be the key partners in program implementation. The UNDP Country Office will implement some strategic programme activities including those at the request of the Government.

For the activities in Zanzibar, UNDP will work closely with other development partners including the Norwegian Government, DFID, WB, SWEDEN and other UN agencies to consolidate support through a Joint Program in support of the implementation of MKUZA.

In order to improve the effectiveness of the programme delivery, the utilization of United Nations Volunteers (UNV) will be sought. The programme areas of support will be identified and matched with the required expertise. The key criteria for use of UNVs will be cost effectiveness compared to other modalities and without compromising on quality. For the Zanzibar activities, UNDP through its Sub-Office in Zanzibar will closely work with implementing partners in Zanzibar.

**Staff and personnel**

Implementation of the programme will be overseen by the Permanent Secretaries in the ministries of Planning and Economic Empowerment (MPEE) on the Mainland, and Finance and Economic Affairs (MOFEA) in Zanzibar. Since implementation will be undertaken using the existing Government structures and staff, no specific programme staff and personnel will be attached within the Government.

However, in order to support programme delivery, one Programme Assistant and one driver will work on the programme based at the UNDP Country Office. The staff will work to ensure smooth processing of budget requests and are expected to work closely with the Government and other partners of the programme.

The programme will be monitored through a participatory and joint arrangement with implementing and collaborative partners and in the same spirit of the UNDAF. The financial and physical reports will be produced on quarterly and annual basis. The mid-term review will be undertaken only on demand. At the end of the programme an outcome evaluation will be undertaken.

**Part IV: TOTAL WORK PLAN AND BUDGET (2007 – 2010)**

EXPECTED OUTPUTS	ACTIVITIES	IMPLEMENTING / COLLABORATING PARTNERS	RESOURCES US \$	JP AREAS <sup>2</sup>	UNDP GLOBAL PRIORITIES
<b>PILLAR ONE: EQUITABLE GROWTH</b>					
<p><b>CPO 1.1: Improved capacity to design and implement national strategies for pro-poor growth and poverty reduction. (Including Human Rights)</b></p> <p>1.1 <b>Indicator:</b> percentage of budget and planning officers in ministries, departments and agencies (MDAs) trained, quality of strategies reviewed</p> <p><b>Baseline:</b> <i>limited planning, implementation capacity of MDAs</i></p> <p>Target: 80 per cent of budget and planning officers in MDAs trained</p> <p><b>Resources:</b> TRAC: 1,117,000 Other: 2,406,000</p>	<p><b>2007</b></p> <ul style="list-style-type: none"> <li>Finalize development of training materials in partnership with local training institution and RSC with the goal of institutionalizing training (local &amp; abroad).</li> <li>Train/skills for MDA Planning Officials and representative CSOs on pro-poor policy analysis and policy development (including mainstreaming HIV, Environment, and Gender).</li> <li>Support design of programmes to implement Zanzibar &amp; Mainland growth strategies.</li> </ul>	<p>MPEE, MOFEA, UDASM, ZIFA, CSOs</p>	<p>TRAC: 300,000 <b>Other: 600,500</b></p>	<p>Capacity Development, Human Rights</p>	<p>SL 1.2 Pro-poor policy reform to achieve MDG targets</p>
	<p><b>2008</b></p> <ul style="list-style-type: none"> <li>Train/skills for MDA Planning Officials and representative CSOs on Pro-poor policy analysis and policy development (including mainstreaming HIV, Environment, and Gender)</li> <li>Train MDA Planning Officials and representative CSOs on application of Human Rights Analysis</li> <li>Support dialogue on pro-poor growth strategies – e.g. evidence from Millennium Village.</li> </ul>		<p>TRAC: 300,000 <b>Other: 600,500</b></p>		
	<p><b>2009</b></p> <ul style="list-style-type: none"> <li>Train/skills for MDA Planning Officials and representative CSOs on Pro-poor policy analysis and policy development (including mainstreaming HIV, Environment, and Gender)</li> <li>Train MDA Planning Officials and representative CSOs on Human Rights (Action 2)</li> </ul>		<p>TRAC: 260,000 <b>Other: 604,500</b></p>		
	<p><b>2010</b></p> <ul style="list-style-type: none"> <li>Train/skills for MDA Planning Officials and representative CSOs on Pro-poor policy analysis and policy development (including mainstreaming HIV, Environment, and Gender)</li> <li>Train MDA Planning Officials and representative CSOs on Human Rights (Action 2)</li> </ul>		<p>TRAC: 257,000 <b>Other: 600,500</b></p>		
<p><b>CPO 1.2 Informed research, analysis and advocacy on macroeconomic policies/ “fiscal space” required for scaling up investment to achieve National Strategy for Growth and Reduction of Poverty (MKUKUTA/MKUZA) goals and targets</b></p> <p>1.2 <b>Indicators:</b> studies and dialogue sessions to review fiscal framework</p> <p><b>Baseline:</b> <i>inadequate rigorous analysis and</i></p>	<p><b>2007</b></p> <ul style="list-style-type: none"> <li>Commission a team of consultants teaming local expertise with UNDP support (RSC/BDP) to develop a strategy for scaling up investment to meet MKUKUTA/MKUZA Targets and MDGs</li> <li>Stakeholder workshops in Mainland and Zanzibar to present findings and gather inputs for finalization of strategy (in close collaboration with Ministry of Finance)</li> <li>Support dialogue on implementation of pro-poor strategies – empowerment &amp; growth.</li> </ul>	<p>MPEE, REPOA, MOF, IMF, WB, ZIFA, MOFEA</p>	<p>TRAC: 300,000 <b>Other: 100,000</b></p>		<p>SL 1.2 Pro-poor policy reform to achieve MDG targets</p>
	<p><b>2008</b></p> <ul style="list-style-type: none"> <li>Dialogue around strategy linked to national policy processes including National Poverty Week, Preparation of Budget Guidelines Support dialogue on implementation of pro-poor strategies – empowerment &amp;</li> </ul>		<p>TRAC: 350,000 <b>Other: 200,000</b></p>		

<sup>2</sup> UN Joint programming areas include: Human Security, Education, Human Rights, HIV and AIDS, Nutrition, Maternal Mortality, Income Poverty, Capacity Development, and Zanzibar

<i>restrictive fiscal framework</i> <b>Target:</b> comprehensive framework for scaling up in place.  <b>Resources:</b> TRAC: 800,000 Other: 400,000	growth. <ul style="list-style-type: none"> <li>Support dialogue on implementation of pro-poor strategies – empowerment &amp; growth.</li> </ul> 2009 <ul style="list-style-type: none"> <li>Support research/evaluation activities on the impact of growth to reduction of poverty.</li> </ul>		TRAC: 150,000 <b>Other: 100,000</b>		
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EXPECTED OUTPUTS	ACTIVITIES	IMPLEMENTING / COLLABORATING PARTNERS	RESOURCES US \$	JP AREAS <sup>3</sup>	UNDP GLOBAL PRIORITIES
<b>CPO 1.3 Enhanced capacity of non-State actors for advocacy for policy analysis and poverty monitoring</b>  1.3 <b>Indicator:</b> participation and contribution of non-state actors in policy debate and dialogue; <b>Baseline:</b> <i>weak capacity of non-state actors</i> <b>Target:</b> regular quality submissions to national policy and planning processes  <b>Resources:</b> TRAC: 800,000 Other: 1,520,000	<b>2007</b> <ul style="list-style-type: none"> <li>Training/study/research on: Institutional governance and management of CSO networks; Communication and dissemination; and Policy advocacy, programming, implementation and evidence based monitoring</li> <li>Targeted CSOs sponsored to participate in PER at sectoral and cluster level.</li> </ul>	TCDD, TANGO, ANGOZA, Youth Networks, RSCEA	TRAC: 300,000 <b>Other: 380,000</b>		SL 1.7 Civil society empowerment
	<b>2008</b> <ul style="list-style-type: none"> <li>Training/study/research on: Institutional governance and management of CSO networks; Communication and dissemination; and Policy advocacy, programming, implementation and evidence based monitoring</li> <li>Targeted CSOs sponsored to participate in PER at sectoral and cluster level.</li> </ul>		TRAC: 300,000 <b>Other: 380,000</b>		
	<b>2009</b> <ul style="list-style-type: none"> <li>Training/study/research on: Institutional governance and management of CSO networks; Communication and dissemination; and Policy advocacy, programming, implementation and evidence based monitoring</li> <li>Targeted CSOs sponsored to participate in PER at sectoral and cluster level.</li> </ul>		TRAC: 150,000 <b>Other: 380,000</b>		
	<b>2010</b> <ul style="list-style-type: none"> <li>Review of Capacity and needs assessment - Study</li> </ul>		TRAC: 50,000 <b>Other: 380,000</b>		
<b>CPO 3.1 Comprehensive MKUKUTA Monitoring Master Plan (MMMP) incorporating disaggregated data on cross-cutting themes implemented and Strengthened budget process through support to HER Review Process</b>  3.1 <b>Indicator:</b> MMMP key outputs including the <i>Poverty and Human Development Report</i> , the Tanzania Socio-Economic Database, policy briefs <b>Baseline:</b> process of identification of monitoring indicators ongoing	<b>2007</b> <ul style="list-style-type: none"> <li>Statistical Literacy Seminars – Mainland and Zanzibar</li> <li>TSED dissemination and strengthen links to sector and local information systems</li> <li>Local resources centers to improve access to information</li> <li>PHDR (including district level and calculation of HDI)</li> <li>Support to PER review studies at the Cluster Level</li> </ul>	<ul style="list-style-type: none"> <li>NBS, TANGO, ANGOZA</li> <li>NBS, MPEE, UNICEF</li> <li>PORALG, SNV</li> <li>MPEE</li> </ul>	TRAC: 700,000 <b>Other: 300,000</b>	Capacity Development, Zanzibar	SL 1.1 MDG country reporting and poverty monitoring
	<b>2008</b> <ul style="list-style-type: none"> <li>Statistical Literacy Seminars – mainland and Zanzibar</li> <li>TSED dissemination and strengthen links to sector and local information</li> <li>Local resources centers to improve access to information</li> <li>Support to PER review studies at the Cluster Level</li> </ul>		TRAC: 659,000 <b>Other: 350,000</b>		

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<sup>3</sup> UN Joint programming areas include: Human Security, Education, Human Rights, HIV and AIDS, Nutrition, Maternal Mortality, Income Poverty, Capacity Development, and Zanzibar

<p><b>Target:</b> disaggregated data on gender, environment and HIV and AIDS incorporated in key MMMP outputs</p> <p><b>Resources:</b> TRAC: 2,609,000 Other: 1,420,000</p>	<p><b>2009</b></p> <ul style="list-style-type: none"> <li>Statistical Literacy Seminars – Mainland and Zanzibar</li> <li>TSED dissemination and strengthen links to sector and local information systems</li> <li>Local resources centers to improve access to information</li> <li>Research/studies PHDR (including district level and calculation of HDI)</li> <li>Support to PER review studies at the Cluster Level</li> </ul>		<p>TRAC: 650,000 <b>Other: 370,000</b></p>		
	<p><b>2010</b></p> <ul style="list-style-type: none"> <li>Statistical Literacy Seminars – Mainland and Zanzibar</li> <li>TSED dissemination and strengthen links to sector and local information systems</li> <li>Local resources centers to improve access to information</li> <li>Support to PER review studies at the Cluster Level</li> </ul>		<p>TRAC: 600,000 <b>Other: 400,000</b></p>		
<p><b>CPO 3.2 MKUKUTA/MKUZA Communication strategies implemented and key messages from MMMP outputs disseminated to relevant audiences</b></p> <p><b>Indicator:</b> Key messages produced, training/seminars, PSDAs/PSIA</p> <p><b>Baseline:</b> Limited communication of key messages from monitoring system, weak feedback mechanisms</p> <p><b>Target:</b> Regular communication products targeted at community actors, at least 4 PSDAs</p> <p><b>Resources:</b> TRAC: 400,000 Other: 1,600,000</p>	<p><b>2007</b></p> <ul style="list-style-type: none"> <li>Communication strategy dissemination and development of implementation framework (or plan of action)</li> <li>Capacity assessment of main institutions and CSOs</li> <li>Training/seminars to address capacity constraints (local/International)</li> <li>Support to innovative initiatives to involve local actors in monitoring, PSIA, PSDAs</li> </ul>	<p>MPEE, MOFEA, CSOs, Youth Networks.</p>	<p>TRAC: 150,000 <b>Other: 400,000</b></p>	<p>Capacity Development, Zanzibar</p>	
	<p><b>2008</b></p> <ul style="list-style-type: none"> <li>Training/seminars/systems improvement to address capacity constraints (local/International)</li> <li>Design innovative systems to facilitate easy communication e.g. electronic networks, knowledge management and sharing networks.</li> <li>Support to innovative initiatives to involve local actors in monitoring, PSIA, PSDAs</li> </ul>		<p>TRAC: 100,000 <b>Other: 400,000</b></p>		
	<p><b>2009</b></p> <ul style="list-style-type: none"> <li>Training/seminars/systems improvement to address capacity constraints (local/International)</li> <li>Support to innovative initiatives to involve local actors in monitoring, PSIA, PSDAs</li> </ul>		<p>TRAC: 100,000 <b>Other: 400,000</b></p>		
	<p><b>2010</b></p> <ul style="list-style-type: none"> <li>Review of Systems/process to identify and address remaining capacity constraints</li> </ul>		<p>TRAC: 50,000 <b>Other: 400,000</b></p>		

## PILLAR TWO: EMPOWERMENT

<p><b>GPO 2.1 Enhanced capacity of the MPEE/ZNZ to coordinate implementation of Mini Tiger Plan, SME Policy, and Empowerment policy</b></p> <p>2.1. <b>Indicator:</b> number of functional special economic zones</p> <p><b>Baselines:</b> weak institutional framework and capacity for implementation</p> <p><b>Targets:</b> requisite institutional capacity to implement Mini-Tiger Plan in place</p>	<p><b>2007</b></p> <ul style="list-style-type: none"> <li>Enhance local capacity to implement the Mini-Tiger through knowledge transfer by use of short term TA</li> <li>Train staff on establishment and management of Special Economic Zones – through TA and Study tours to countries implementing similar initiatives</li> <li>Undertake needs assessment for empowerment departments</li> </ul>	<p><b>MPEE, MITM, Office of the Chief Minister Zanzibar</b></p>	<p>TRAC: 50,000 <b>Other: 150,000</b></p>	<p>Wealth Creation and Economic Empowerment</p>	
	<p><b>2008</b></p> <ul style="list-style-type: none"> <li>Strengthening empowerments in MPEE &amp; Zanzibar.</li> <li>Training seminars to address capacity gaps and sharpen skills</li> <li>Study tours to countries implementing similar initiatives</li> <li>Establish innovative systems to facilitate delivery of services</li> </ul>		<p>TRAC: 50,000 <b>Other: 150,000</b></p>		
	<p><b>2009</b></p> <ul style="list-style-type: none"> <li>Visit to regions and district implementing the initiatives</li> <li>Establish innovative systems to facilitate delivery of services</li> </ul>		<p>TRAC: 50,000 <b>Other: 100,000</b></p>		

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	2010	<ul style="list-style-type: none"> <li>Training for MITM staff</li> <li>Review study on capacity for MITM</li> </ul>		TRAC: 50,000 <b>Other: 100,000</b>		
<b>CPO 2.5 Better and efficient service delivery due to increased use of ICT by SME and Public &amp; Private business institutions</b> 2.5. <b>Indicator:</b> number of institutions using ICT increased <i>Baselines: 3 projects</i> <b>Targets:</b> at least 10 additional institutions	2007	<ul style="list-style-type: none"> <li>Training SMEs operators in use of ICT</li> <li>Training MDAs in use of ICT</li> </ul>	TCCIA, MITM, TPSF, TNBC, WB	TRAC: 50,000 <b>Other: nil</b>	Capacity building	
	2008	<ul style="list-style-type: none"> <li>Promotion of e-commerce in SMEs</li> <li>Promotion of e-government in MDAs</li> </ul>		TRAC: 50,000 <b>Other: nil</b>		
	2009	<ul style="list-style-type: none"> <li>Promotion of e-commerce in SMEs</li> <li>Promotion of e-government in MDAs</li> </ul>		TRAC: 50,000 <b>Other: nil</b>		
	2010	<ul style="list-style-type: none"> <li>Promotion of e-commerce in SMEs</li> <li>Promotion of e-government in MDAs</li> </ul>		TRAC: 30,000 <b>Other: nil</b>		
<b>CPO 2.6 Improved access of youth, women and vulnerable groups including People Living with HIV and AIDS (PLHAs) and their caregivers to micro-finance, micro-insurance, business development services (BDS), research and extension services, and agricultural inputs to enhance their participation in productive activities</b> 2.6. <b>Indicator:</b> report(s) <i>Baselines:</i> <b>Targets:</b> at least 5 seminars conducted	2007	<ul style="list-style-type: none"> <li>Conduct a Participatory needs assessment for business development services;</li> <li>Awareness and advocacy seminars on access to business support services including micro-finance.</li> </ul>	UNCDF, ADB, MPEE	TRAC: 50,000 <b>Other: nil</b>	Wealth Creation and Economic Empowerment	
	2008	<ul style="list-style-type: none"> <li>Awareness and training on establishment and access of micro-finance services for the youth, women, PLHAs, etc</li> </ul>		TRAC: 50,000 <b>Other: nil</b>		
	2009	<ul style="list-style-type: none"> <li>Support TA to establishment and management of business, micro-finance and micro-insurance institutions relevant to youth, women and vulnerable groups.</li> </ul>		TRAC: 70,000 <b>Other: nil</b>		
<b>TOTAL</b>				<b>TRAC:</b> <b>Other:</b>		

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