



Integrated Country Strategy

Tanzania

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1. Chief of Mission Priorities

The U.S. Mission in Tanzania is committed to Tanzania's development as a stable, reliable, democratic partner, capable of growing its economy sufficiently to support the health, education, and security of its people, and projecting peace and security throughout the region. The Chief of Mission is accredited both bilaterally and to the East African Community (EAC), and the Mission's interagency team supports and advances U.S. strategic priorities in Tanzania and across East Africa.

U.S. diplomatic engagement with Tanzania, once a favored recipient of development and other assistance, has been challenged in recent years. In the wake of an annulled election in Zanzibar in 2015 and abuse of the cybercrimes law, the United States suspended a second Millennium Challenge Corporation compact, just as President Magufuli was inaugurated. The populist Magufuli administration has launched highly public efforts to rein in corruption and accelerate development through industrialization. However, it has also significantly reduced democratic space and discouraged foreign economic investment. As a result, the Mission is increasingly focused on issues that most directly affect the country's long-term viability as a healthy, stable, and credible ally in the region. In addition to building on past gains in the health, education, and security sectors, the Mission continues to promote respect for human rights, democratic freedoms, and the rule of law. At the same time, the Mission's assistance programs develop the essential elements of sustained democratic growth, including a stronger civil society, increased accountability, greater political participation, especially by women and youth, and a more professional media.

Tanzania benefits significantly from U.S. assistance, particularly the President's Emergency Fund for AIDS Relief (PEPFAR), as well as from other initiatives such as Power Africa, the President's Malaria Initiative, Let Girls Learn, and the Global Health Security Agenda. The Mission also cultivates people-to-people relationships which enrich the bilateral relationship through Peace Corps, the Mandela Washington Fellows /Young African Leaders Initiative, and ongoing Public Diplomacy programs. In addition, security assistance programs aimed at professionalizing the military and training/equipping peacekeepers enhance national and regional peace and security objectives. All of these programs require oversight and management to ensure that our objectives are attainable, our assistance sustainable, and that our strategic interests are advanced.

Mission Goal 1: Democracy and Human Rights Strengthened and Promoted

Promoting accountable, effective, and democratic governance is a core U.S. government (USG) priority in Tanzania and in East Africa and is necessary to advance American interests and ensure continued peace and security. In alignment with National Security Strategy priorities for Africa, and the State-USAID Joint Strategy, the USG will encourage reforms to promote effective governance, improve the rule of law, strengthen accountability and responsiveness to citizens, combat corruption, and protect human rights. The USG's efforts contribute to the Magufuli administration's stated focus on anti-corruption, accountability, and efficient service delivery at

the local level. These efforts ultimately will prevent the instability and violence which could emerge and could threaten U.S. equities abroad. Seeking new and additional partners, the USG will support citizen participation in and oversight of elections and political processes, with an emphasis on promoting human rights, free speech, and the rule of law. The Mission will continue to focus strategically on protecting the rights, opinions, and participation of all individuals under the law, particularly women, youth, and marginalized populations. Public diplomacy and public outreach will buttress these programmatic efforts by making the general population and emerging leaders aware of USG efforts.

Mission Goal 2: Health and Education of Tanzanians Improved Without Bias or Discrimination

The Mission will promote a healthy, educated and productive population to drive inclusive and sustainable development. With about 63 percent of Tanzanians under 25 years of age, these efforts in Tanzania will support U.S. investment, prosperity and security objectives by promoting a population less prone to violent extremism. Against the background of improvements, some of them dramatic, in health and education and decreases in extreme poverty over the last few decades, the Mission will continue to strengthen the health system in Tanzania to combat HIV/AIDS and malaria-related mortality; promote reproductive, maternal and child health; improve the education system at all levels; and coordinate engagement with the government and other stakeholders. Programs will be designed to incentivize reforms and strengthen in-country capacity in order to help Tanzania become more self-reliant and a more effective recipient of American taxpayer resources. Reducing gender disparities is critical to achieving U.S. national security and foreign policy objectives. USG programs will address some of the key drivers of teen pregnancy and early marriage.

Mission Goal 3: Inclusive, Broad-based Economic Growth Accelerated, Promoting Trade, Investment, and Prosperity

Promoting inclusive economic growth, trade and investment is a core USG priority in Tanzania and in East Africa. Tanzania's high economic growth during the past decade is now threatened by an unpredictable business environment and investment climate for both foreign and domestic companies. The Mission is focused on supporting U.S. investment and prosperity, including improving conditions for foreign investment and trade. The Tanzanian government's commitment to economic development, driven by a domestic workforce, in theory provides opportunities for U.S. firms and investors in various industries, among them tourism. The USG works with Tanzania to address deficiencies, such as an unreliable and inadequate supply of electrical power, limited road networks, and lack of access to land. On the policy side, the Mission is encouraging key government decision-makers to remove constraints to private sector growth that harm the investment climate and overall economy. U.S. engagement across sectors will seek to improve the policy environment, promote transparency in rules and regulations around trade, encourage mobilization of domestic resources, and increase access to markets for domestic producers and importers. This approach should also accelerate Tanzania's efforts to become more self-reliant, promote resilience at the household and national levels, and transition Tanzania away from development assistance.

Mission Goal 4: Peace and Regional Security Advanced, Protecting the American People and Homeland

The USG's partnership with Tanzania includes a focus on domestic and regional security, protecting American citizens, and securing U.S. borders. These efforts directly support the National Security Strategy goal of protecting the American people, the homeland, and the American way of life, including by supporting the security of Americans abroad, enforcing U.S. border controls, and addressing threats at their source. Tanzania remains largely peaceful and secure, though recent heavy-handed tactics against dissent have the potential to foster increased civil unrest and instability. While Tanzania continues to actively participate in regional peacekeeping missions, it has played a less active and constructive role in regional organizations and its influence in the East African Community and the African Union has diminished. The Mission will continue to prioritize capacity building of the police, military, and other security institutions, with an emphasis on improving their professionalism, to include enhancing their respect for civilian authority, human rights, rule of law, and civil liberties. The Mission will expand engagement with civil society, communities, and justice sector lawyers and judges to promote citizen engagement, increased accountability, and improved community engagement to counter violent extremism. Broader efforts will also mitigate risks to regional stability, such as conflict in neighboring countries and a still-growing and significant refugee presence in Tanzania that has the potential to burden the country's resources and capacity, if not appropriately managed.

Management:

In order to best manage our bilateral relationship with Tanzania, provide appropriate program oversight, maintain Mission morale, and ensure effective management controls, our Mission continues to seek resources to secure appropriate facilities, infrastructure and staff. Embassy Dar is the oldest New Embassy Compound (NEC) in the world and its operating systems have reached the end of their life cycles. Facilities and platforms have not kept pace as the Mission grew significantly during the past decade, requiring close attention to our most critical needs. Management will focus on reducing operational costs, updating infrastructure, improving operational efficiency and customer service, and ensuring emergency preparedness. The Mission seeks to strengthen service delivery through appropriate hiring and training to improve overall job performance and professionalism. A more rigorous system of hiring and mentorship, and a deepening of staff's ability to share and use data will contribute to reducing workplace stress and will reinforce teamwork. Equally important is the assurance that management controls are in place to control costs, maximize service efficiencies, and prevent fraud.

2. Mission Strategic Framework

Mission Goal 1: Democracy and Human Rights Strengthened and Promoted

Mission Objective 1.1: Effective democratic governance improved and individual rights protected (CDCS DO 3)

Mission Goal 2: Health and Education of Tanzanians Improved Without Bias or Discrimination

Mission Objective 2.1: Health and education of Tanzanians improved, with particular focus on the empowerment of Tanzanian women and youth (CDCS DO 1)

Mission Goal 3: Inclusive, Broad-based Economic Growth Accelerated, Promoting Trade, Investment, and Prosperity

Mission Objective 3.1: Inclusive broad-based economic growth sustained (CDCS DO 2)

Mission Goal 4: Peace and Regional Security Advanced, Protecting the American People and Homeland

Mission Objective 4.1: Greater capacity for peacekeeping operations (PKO) and enhanced capability to address transnational threats through increased self-sufficiency, border control, and capacity to respond to health threats

Mission Objective 4.2: Tanzanians are capable of dealing with internal and external threats, while security and justice institutions respect civilian authority, maintain integrity and uphold the rule of law

Management Objective 1: Diplomatic effectiveness advanced through appropriate presence, facilities, infrastructure, and resources alignment

Management Objective 2: Human capital development and technology advanced

Management Objective 3: Customer service and management controls ensured

3. Mission Goals and Objectives

Mission Goal 1: Democracy and Human Rights Strengthened and Promoted

Description and Linkages: Promoting accountable, effective, and democratic governance is a core USG priority in Tanzania and the East Africa region. This ICS goal links directly to higher-level USG strategies such as the National Security Strategy and the USAID Joint Strategy, as they advance American values and influence while promoting peace and security in the country and region. The USG will encourage reforms to promote effective governance, improve the rule of law, strengthen accountability and responsiveness to citizens, combat corruption, and address human rights. These efforts ultimately will counter instability and violence that threaten U.S. interests abroad. The Mission will engage the GOT, the East African Community (EAC), civil society and media stakeholders as well as the public at-large to support a responsive government and an inclusive civil society which can effectively engage in strengthening democratic institutions. USG efforts include support for citizen participation and oversight, as well as improving the government's respect for the rule of law. The USG's efforts to promote effective, transparent and democratic governance contribute to the Magufuli administration's fight against corruption and efforts to improve accountability. Post will seek additional partners who promote open and inclusive governance and citizen demand for effective, efficient service delivery, particularly at the local level. The Mission will continue to focus on protecting the rights of individuals, particularly women, youth, and marginalized populations. Public diplomacy will buttress programmatic efforts by conveying USG initiatives directly to the general population and its emerging leaders.

Mission Objective 1.1: Effective democratic governance improved and individual rights protected (CDCS DO 3)

Justification: Developments in Tanzania since President Magufuli's 2015 election offer both challenges and opportunities for USG efforts to improve effective democratic governance, promote stability, and increase U.S. influence in line with the National Security Strategy. The Magufuli administration's stated focus on anti-corruption, accountability, and service delivery, if it bears fruit, could improve governance. To date, however, a systematic reform strategy has yet to emerge and high-profile reform initiatives have been largely ad hoc and have often trampled the rights of the individual. Limited government capacity, minimal public accountability, diminished access to information, and decreased freedom of expression complicate efforts to improve democratic governance. The government's determination to marginalize the opposition in positioning itself for victory in the 2020 elections will also retard progress.

The Mission will seek opportunities to strengthen the capacity of civil society actors and institutions that facilitate open and inclusive governance, increase political competition and participation, enhance public accountability, and improve government capacity. The Mission's development hypothesis posits that if citizen demand is better channeled, government delivery of services can be improved and government accountability increased. In an environment of

tightly-held executive authorities, the Mission will focus on supporting civil society, media, and credible institutions at the technical level. This includes assisting civil society and community-based organizations to become more effective and self-sustaining advocates for improved accountability, increased respect for human rights, and peaceful democratic reform. Support will promote citizen participation and oversight of elections and political processes and, where appropriate, it will include strengthening the government's capacity to manage political processes effectively. In addition, the Mission will provide targeted foreign assistance to strengthen local and national government institutions that promote accountability and improved public service delivery. The Mission will provide training and support to the media to increase professionalization and improve their capacity to disseminate accurate information, promote greater government accountability, and elevate the voices and issues of women, youth, and marginalized populations, including the LGBT community. Heightened GOT restrictions on internet freedom affects the media and broader stakeholders, as it hinders the free flow of information online that would otherwise encourage open debate, enhance international trade and commerce, foster innovation, and strengthen international security. If current governance and rights issues are not addressed, Tanzania could degenerate into an authoritarian, one-party, state destabilized by unrest and violence. Instability in Tanzania has the potential to negatively impact U.S. political and economic interests in an already volatile region. The Mission, through the strategic and coordinated implementation of this Mission Objective, aims to counter the negative trends that contribute to instability and threaten U.S. interests in Africa by working in partnership with key stakeholders in the country to strengthen democracy, governance and human rights.

Mission Goal 2: Health and Education of Tanzanians Improved Without Bias or Discrimination

Description and Linkages: Activities under this ICS goal aim to directly contribute to the State-USAID Joint Strategic Plan objective to promote a healthy, educated and productive population to drive inclusive and sustainable development. These efforts in Tanzania are expected to open new markets for Tanzania and the United States and support U.S. investment, prosperity and security objectives. This ICS objective also directly links to the Joint Regional Strategy goal of promoting inclusive country-led development, specifically the stated objectives of transforming health systems to reduce mortality and support equitable access to education for all learners. With about two-thirds of Tanzanians under 25 years of age, investments in education and health, including family planning, are critical for the economic and political stability of the country, which in turn will create the potential for increased U.S. investments. Programs will be designed to incentivize reforms and strengthen in-country capacity in order to make Tanzania a more effective recipient of American taxpayer resources and ultimately more self-reliant.

A healthy, educated population is less prone to violent extremism and fosters an environment ripe for U.S. investment and commerce. In Tanzania, the USG is working with the GOT to improve early grade reading for 1.4 million children and decrease mortality through improved health services and systems. Improved access and quality of education and health services are essential to sustaining progress throughout the developing world. The last several decades

have seen dramatic improvements in health outcomes, decreases in extreme poverty, and, until recently, the expansion of democracy. Investments in education and health will help sustain these gains, leading to healthier, freer, more productive societies.

The Mission retains an extensive focus on building capacity and supporting the development of all Tanzanians with respect to improved health and education outcomes. Ongoing work will continue to strengthen the health system in Tanzania to combat HIV/AIDS and malaria-related mortality; promote reproductive, maternal and child health; improve the education system at all levels; and, at the interagency level, coordinate engagement with the government and other stakeholders. Ultimately, a core goal remains addressing inequality – in access to services, in resource provision, and in respect for human rights – across the full range of Tanzania's health and education sectors.

Well-run education systems are a key factor in protecting against the next epidemic or outbreak. Health gains in developing countries lead to more opportunity for learning, and improvements in learning lead to better health. This is why, in many countries, USG education and health programs go hand-in-hand.

With a focus on combating key health challenges related to HIV, malaria, tuberculosis, and reproductive, maternal, and child health, the USG applies a holistic, integrated, and collaborative approach for health programming in Tanzania, working across U.S. agencies at Post and in concert with the GOT and other development partners, including the Global Fund to Fight AIDS, Tuberculosis and Malaria. Achievement can be seen through the significantly decreased malaria prevalence in the mainland and maintenance of a malaria prevalence rate in Zanzibar below one percent, a decrease in under-five mortality from 81 deaths per 1,000 live births in FY 2010 to 67 in FY 2016, and a reduction in deaths due to HIV from 110,000 per year in 2003 to 33,000 per year in 2016.

Reducing gender disparities is critical to achieving U.S. national security and foreign policy objectives. In Tanzania, 27 percent of girls age 15-19 years have begun child bearing, with some regions as high as 45 percent. Harmful gender norms contribute to such high rates. Tanzania also has one of the highest child marriage prevalence rates in the world. On average, almost two out of five girls will be married before their 18th birthday. USG programs address some of the key drivers to teen pregnancy and early marriage through behavioral and structural interventions including: opportunities to continue education; engagement of parents and other influential adults in youth development; teaching young women and men about their bodies; sexual and reproductive health education and services; how to protect themselves from sexual violence; and sensitizing parents and community members to harmful gender norms and their effects.

Mission Objective 2.1: Health and education of Tanzanians improved, with particular focus on the empowerment of Tanzanian women and youth (CDCS DO 1)

Justification: With an average life expectancy of 62 years, high population growth (with women having an average of 5.2 children), and maternal mortality of 556 per 100,000 live births (compared to the United States' 14 per 100,000), Tanzania has some of the lowest human development indicators in the world. Most Tanzanians, particularly women and young people, have limited access to quality health care, nutrition, and education. The costs of the inequitable treatment and disempowerment of women and youth include poor health outcomes, high school dropout rates, economic instability and weaker social cohesion, which result in lower productivity and slower economic growth. If Tanzanians, especially women and youth, are empowered, they will build healthy families and communities, contribute to economic growth, and reduce poverty. Making up two-thirds of the country's total population, young people under 25 years of age must be supported with opportunities to advance Tanzania's socio-economic transition. The USG, in partnership with stakeholders, has made progress in improving Tanzanians' health and education, particularly for women and youth. These efforts help the country prepare for socio-economic transformation that is inclusive of its most vulnerable citizens and is empowering women and youth to be healthy, educated, and active participants in society.

While progress continues toward reducing and mitigating major health issues such as HIV and malaria in Tanzania, the negative effects of these diseases stifle potential gains for socioeconomic transformation. Approximately 1.4 million people in Tanzania are living with HIV with viral load suppression at 52 percent among adults and 18 percent among children. Recent surveys have found that the prevalence of malaria has decreased significantly (from 15 percent to 7 percent) over the past three years, reflecting successful vector control programs. However, appropriate case management for malaria remains a weakness. Significant financial and human resource deficiencies exist in the health sector, with many competing demands from other sectors for limited Tanzanian government resources

The current administration's elimination of school fees resulted in a 32 percent increase in primary school class sizes from 2013-2017, with many of these children coming from the poorest households. However, Tanzania's short supply of qualified teachers and educational materials and inadequate supervision and governance structures negatively affect the quality of education. A recent USG-financed national assessment of early-grade reading and mathematics revealed significant levels of students who cannot read at all, are slow readers, or do not understand what they read. Less than 20 percent of women age 20-24 have completed secondary school and 20 percent have had no education at all. Obstacles such as early marriage and teen pregnancy impede girls' access to education, along with a policy that does not allow girls to return to school after giving birth. With net enrollment at 86 percent for primary education, USG education assistance is focused on the quality of education and works with the GOT and other development partners to improve basic skills instruction, strengthen basic skills delivery systems, and enhance parental and community engagement in education.

Investment in girls' education in developing countries supports U.S. foreign policy, demonstrates American compassion and generosity, drives development efforts, and helps

reduce extreme poverty. Increased rates of girls in school increases a country's GDP. If 10 percent more adolescent girls attend school, a country's GDP increases by an average of 3 percent. An extra year of secondary school for girls can increase their future earnings by 10-20 percent. A child whose mother can read is 50 percent more likely to live past age five, and the risk of contracting HIV or early pregnancy decreases significantly with every year that adolescent girls remain in school.

Mission Goal 3: Inclusive, Broad-Based Economic Growth Accelerated, Promoting Trade, Investment, and Prosperity

Description and Linkages: Promoting inclusive economic growth, trade, and investment is a core USG priority in Tanzania and in the East Africa region. This ICS goal links directly to higher-level USG strategies such as the National Security Strategy as it promotes economic and overall security of Tanzania and the region as well as supports the prosperity and security of the United States. Efforts under this Mission Objective are expected to open new markets for Tanzania and the United States and support U.S. investment and prosperity. This ICS objective also directly links to the Joint Regional Strategy by promoting inclusive country-led development and increasing mutually-beneficial economic growth, trade, and investment. To better capitalize on trade and investment opportunities in the region, U.S. businesses need capable trade partners, an enabling investment climate, and emerging economies. Best prospects for U.S. exports include energy (solar, gas, hydropower), infrastructure, processing equipment and healthcare. A stated Tanzanian government commitment to economic development, driven by a domestic workforce, in theory provides opportunities for U.S. firms and investors, in various industries, including tourism. Ongoing U.S. priority programs such as food security, Power Africa, and Trade Africa promote coordination and consistency between policy messaging and programmatic inputs. U.S. engagement across sectors seeks to improve the policy environment, promote transparency in rules and regulation around trade, encourage mobilization of domestic resources, and increase access to markets for domestic producers and importers. This approach should also accelerate Tanzania's efforts to become more self-reliant and aid in efforts to create stable and open markets for inclusive growth. The Mission will also continue to promote resilience at the household and national levels and strategic domestic revenue generation, in order to support Tanzania's transition away from development assistance. Even with these efforts however, risks to U.S. business interests persist due to aggressive taxation, protectionist practices, and laws which remove investor rights to international arbitration and give officials unilateral authorities to rewrite contract terms deemed unconscionable. Recent government policies have led to caution among domestic and international private sector investors, who are central to the country's economic growth.

Mission Objective 3.1: Inclusive broad-based economic growth sustained (CDCS DO 2)

Justification: Despite Tanzania's continued macroeconomic resilience in recent years, many challenges to Tanzania achieving sustained growth, poverty reduction, and self-reliance remain. These include unreliable and inadequate supply of electrical power; poor rural road networks to connect agricultural production areas to markets, lack of access to secure land rights on the

part of investors, unclear and/or draconian regulations on business and trade, lack of technical and professional skills, lack of other key transport infrastructure (rail and port), and lack of access to finance (particularly in agriculture, for micro, small, and medium enterprises).

Tanzania remains one of the world's poorest countries, with over 85 percent of rural Tanzanians relying on natural resources (land, water, and agriculture) for their livelihoods. The lack of progress in poverty reduction – particularly in rural areas – in the face of strong economic growth trends is related to low productivity growth and anemic investment in agriculture. Agriculture and agribusiness continue to be the mainstay of Tanzania's economy, contributing close to 26 percent of GDP and employing 75 percent of the labor force with women performing 75 percent of labor in the sector. Tanzania's rich natural resource endowment, if sustainably managed, could provide a basis for productive agriculture, but current crop yields are only 20-30 percent of their potential.

Furthermore, Tanzania's rich, globally significant biodiversity and wildlife drive a thriving tourism sector that can create more jobs, including for youth and women, and currently contributes around 17 percent of annual gross domestic product. Poaching and wildlife trafficking threaten the sustainable utilization of these resources. The viability of the tourism sector is threatened by an escalating poaching crisis (including keystone species elephant and rhinoceros) and undermined by ineffective management and conservation of key biodiversity areas.

Another important explanation for Tanzania's deep-seated poverty is that the economy has not kept pace with the country's rapidly expanding youth population. Youth unemployment (formal) is high at 14.3 percent. At the current fertility rate of 5.2 children per woman, Tanzania's population is projected to reach 78 million by 2030. Unless these matters are addressed effectively, the number of Tanzanian citizens who are non-productive and dependent will grow, placing enormous pressure on Tanzania's service delivery systems and natural resource base, and undermining Tanzania's economic growth.

Mission Goal 4: Peace and Regional Security Advanced, Protecting the American People and Homeland

Description and Linkages: The USG's partnership with Tanzania includes a focus on both domestic and regional security, protecting American citizens, and securing U.S. borders. These efforts directly support the National Security Strategy goal of protecting the American people, the homeland, and the American way of life, in particular by supporting the security of Americans abroad, enforcing U.S. border controls through visa processing, and addressing threats at their source. To this end, the Mission will continue to prioritize capacity building of the police, military, and other security institutions. These efforts directly protect Americans vacationing and working in Tanzania and mitigate malign actors who negatively influence U.S. regional security efforts. Post's work in the security sector will continue to emphasize the professionalism of security officials, respect for civil authority, and understanding and

protection of human rights and civil liberties. Significant ongoing investment in the police and military will be reinforced by expanded engagement with civil society, communities, and justice sector lawyers and judges to promote citizen engagement, increased accountability, and improved community engagement that counters violent extremism. Broader efforts will also mitigate risks to regional stability, such as conflict in neighboring countries and a significant refugee presence in Tanzania. The GOT has embraced global health security by being the first country in the world to go through the Joint External Evaluation. Support to Tanzania via global health security assistance provides security to Americans in Tanzania and prevents the spread of infectious diseases to the United States and across borders.

Mission Objective 4.1: Greater capacity for peacekeeping operations (PKO) and enhanced capability to address transnational threats through increased self-sufficiency, border control, and capacity to respond to health threats

Justification: Tanzania maintains important ties as a member of both the South African Development Community (SADC) and the East African Community (EAC). Benefiting from over ten years of support from the Global Peace Operations Initiative/African Contingency Operations Training and Assistance (GPOI/ACOTA) training program, Tanzania remains a committed troop contributing country to United Nations (UN) Peace Keeping Operations (PKO) in Lebanon, Darfur, the Democratic Republic of the Congo, and the Central African Republic. Tanzania's battalion in the DRC is part of the Foreign Intervention Brigade (FIB) with increased UN authorities to target various insurgent threats including ISIS aligned militias. As an African Peacekeeping Rapid Reaction Program (APRRP) partner, Tanzania has also pledged to offer a deployable headquarters capability on standby to respond to an emerging threat on the continent. Tanzania's commitments reduce the cost of U.S. led interventions into an unstable region.

As one of Tanzania's most respected institutions, the Tanzania People's Defence Forces (TPDF) can continue to demonstrate Tanzania's leadership role in Africa. Post will continue to leverage resources including United States Africa Command's (AFRICOM) Campaign Plan, and will engage with Tanzanian counterparts to address a broad range of domestic, regional and transnational threats to stability. These threats include: violent extremist organizations; criminal organizations engaged in trafficking in persons, illicit drugs, wildlife products, and arms; piracy; banditry; poaching; pandemic outbreaks; cyber-crime and other forms of international financial fraud. Concurrent training will include a curriculum on ethical responsibility to reduce abuse of power and excessive use of force by security officers.

Tanzania lacks sufficient resources to adequately patrol its expansive land, sea, and freshwater borders. The country's key location on the coast of Eastern Africa operates as a critical hub to illicit trafficking of nefarious goods via commodity agnostic criminal networks, many with connections to terrorism in East Africa. While larger border posts and airports have passport security, including access to watch-lists, in the more rural and coastal regions the borders are considered porous with inadequate staffing, limited or nonexistent access to electrical power,

and minimal access to communications networks. U.S. support to Tanzania's border and security forces reinforces the Consular Section (CONS) efforts to prevent anyone with ties to terrorist or criminal networks from gaining entry into the United States.

Like all countries, Tanzania is vulnerable to pandemics and other events of public health significance. Through DOD, USAID, State, and CDC engagement, Post will assist the Tanzanian government meet its requirements to comply with International Health Regulations. Additionally, the GOT has embraced Global Health Security (GHS) by being the first country in the world to go through the Joint External Evaluation. This process provides a baseline assessment of targets for both GHS and the International Health Regulations, and for developing a costed National Action Plan for Health Security to address those gaps identified. Included in the newly revised National Action Plan are key indicators for expansion of disease surveillance to a broader electronic system and network for faster reporting and response to events of public health significance. There is strengthening of the One Health approach across ministries and expanded workforce development to include epidemiologists and veterinarians at all levels. Support to Tanzania via the GHS provides security to Americans in Tanzania and prevents the spread of infectious diseases to the United States. The effort also allows American medical professionals access to tropical diseases for research while strengthening the Tanzanian medical infrastructure to better prevent outbreaks from crossing borders.

Post works to support Tanzania in its peacekeeping and addressing transnational threats through an interagency approach, in particular through the Law Enforcement Working Group, which has representatives from agencies directly represented at Post and non-presence agencies, including DOD, POL/ECON, CONS, RSO, DOJ, DAO, OSC, DOI, RAO, DEA, and DHS.

Mission Objective 4.2: Tanzanians are capable of dealing with internal and external threats, while security and justice institutions respect civilian authority, maintain integrity, and uphold the rule of law

Justification: Although a contributor to regional stability and security, Tanzania continues to face criminal justice and transnational crime challenges. Tanzania's criminal justice institutions have a limited capacity to provide broad-based security for its citizens or investigate and prosecute criminality, including corruption. The Tanzania Police Force (TPF) continues to face criticism for human rights abuses and unfair application of the law. The most notable example of this has been public accusations of extra-judicial killings. The Mission will engage with GOT counterparts to train police in improved approaches to community policing and countering violent extremism in order to promote trust, mitigate conflict, and establish effective working relationships between police officers and the populace. Police leadership understands the importance of effective community policing programs and interest remains high in training programs offering expertise in this area. Post will utilize Public Diplomacy and other State Department resources to increase police-community engagements targeting at-risk regions in an effort to counter violent extremism by facilitating greater dialogue between disenfranchised groups and law enforcement. Encouraging the GOT to adopt more holistic approaches to preventing and countering violent extremism will not only build trust, but facilitate greater

efficacy in addressing the drivers of recruitment and radicalization. The USG will support both the GOT and civil society to foster more resilient communities.

U.S. assistance can also help Tanzania increase its criminal justice capacity. Mission engagement is needed to help the GOT build strong, independent institutions that respect human rights and civilian authority. Support to Tanzanian security infrastructure builds their capacity to solve security issues – a long-term investment which provides access to leadership of Tanzania’s security institutions to address U.S. interests.

Tanzania remains vulnerable to transnational crime and terrorism. Wildlife trafficking and related criminal activity remain a concern at Post. Recognizing these challenges, the GOT continues to solicit support for defense and law enforcement activities from the USG. Tanzania’s security institutions are eager to take on as much training as the U.S. is willing to provide. The TPDF continues to request U.S. military assistance with Professional Military Education, Counter Terrorism training, Strategic Reform, and Maritime Domain Awareness. In conjunction with AFRICOM’s Line of Effort to Strengthen Defense Institutions, Post can prioritize these requests with the TPDF. Post will leverage the USG-sponsored training and exchange programs to educate the Tanzanian public on USG and international policies to counter wildlife trafficking and other illicit activities. Post will expand use of traditional and social media to highlight USG-sponsored programs and practices that could be adapted to Tanzania to enhance economic opportunities for tourism and industries.

4. Management Objectives

Management Objective 1: Diplomatic effectiveness advanced through appropriate presence, facilities, infrastructure, and resources alignment

Justification: Having appropriate facilities, infrastructure, resources, and staffing are essential to achieving diplomatic and assistance objectives. Efforts under this management objective will focus on reducing operational costs, updating and upgrading infrastructure, improving operational efficiency and customer service, and ensuring emergency preparedness. Providing management-related customer services has been challenging. A growth in programs has expanded the number of agencies at Mission Tanzania by almost 40 percent and Post's staff by some 20 percent over the past ten years, straining the Management platform's ability to provide facilities, staffing, and services. Mission growth has significantly changed Post's profile and increased the need for additional Management staff positions, including a Foreign Service Health Practitioner, a Human Resource Officer, a second Assistant GSO, and a dedicated Environment, Science, Technology, and Health Officer. The Embassy's infrastructure is also aging; Embassy Dar is the oldest New Embassy Compound (NEC) in the world and its operating systems have reached the end of their life cycles. These systems are at the point of replacement, not repair. At the same time, the Mission's 19 government-owned residences require significant maintenance. Post is in the process of relocating its alternate command post and is strengthening crisis and emergency response management. The Embassy's International Cooperative Administrative Support Services (ICASS) platform at 29 U.S. Direct Hires (USDH) to one ICASS USDH is one of the most understaffed in Africa. ICASS scores have historically scored in the bottom third in Africa for customer satisfaction, but are improving and Post had one of the highest ICASS satisfactions scores in AF last year.

Management Objective 2: Human capital development and technology advanced

Justification: Training and education are essential to creating and preserving a professional cadre of staff able to achieve the Mission's ICS goals. The Mission seeks to strengthen service delivery through appropriate hiring and training in order to improve overall job performance and professionalism. Post expects long-term gains in competencies, staff morale, and professional satisfaction will lead to greater efficiency and effectiveness. A more rigorous system of hiring, coaching, and a deepening of staff's ability to share and use data will contribute to reducing workplace stress and confusion as well as reinforce teamwork.

Management Objective 3: Customer service and management controls ensured

Justification: As Mission Dar es Salaam continues to grow, customer focus is paramount to advance operational effectiveness of the management services platform. A positive service provider-customer relationship is critical to improved productivity and customer satisfaction, which in turn allows employees to focus on achieving ICS objectives. Improving understanding and more direct contact between service providers and customers will also help minimize

frustration with services. Equally important is the assurance that management controls are in place to control costs, maximize process and service efficiencies, and prevent fraud. The increasing availability and use of data analytics will be instrumental to identify areas in need of improvement and potential material weaknesses as well as to offer opportunities for innovation. Post's ability to make efficient use of available resources to control costs, improve program effectiveness, and maintain morale is improving. However, Post needs to look for ways to consolidate services so that it can continue to provide the best possible outcome to customers at the lowest possible cost to U.S. taxpayers.