



Integrated Country Strategy

TANZANIA

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Table of Contents

1. Chief of Mission Priorities	1
2. Mission Strategic Framework	3
3. Mission Goals and Objectives	5
4. Management Objectives	19

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 and developing its governance structures to support the health, education, and security of its people. The Mission prioritizes the safety of U.S. citizens in Tanzania and supports Tanzanian efforts to project 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.

The United States is celebrating 60 years of bilateral relations with Tanzania, and the Mission welcomes the openness Tanzanian President Samia Suluhu Hassan has demonstrated from the time she assumed office in March 2021 to greater engagement with the United States on core bilateral and regional foreign policy priorities. President Hassan increased engagement with the international community, boosted Tanzania's COVID-19 response, committed to improving the business environment, and has taken steps to counter corruption and reopen civil society space. While these actions point toward an overall positive trajectory, some statements related to engagement with the political opposition and addressing legal reforms have not been followed by tangible improvements. Concerns also remain about the government's level of transparency related to security and terrorism threats as well as COVID-19 prevalence and other disease and potential epidemic information. Nonetheless, the current period of open engagement is an excellent opportunity to strengthen our bilateral partnership, build on past successes, and advance mutual priorities related to security, health, education, and economic growth. The Mission will continue to advance respect for human rights, democratic freedoms, and the rule of law, while promoting increased accountability, independent media, and greater political participation, especially by women and youth.

The United States is Tanzania's largest bilateral donor, particularly in the health sector. The Mission cultivates people-to-people relationships to enrich the bilateral relationship through Peace Corps, USG exchanges, and facilitating legitimate travel of Tanzanians to the United States. These programs and all Mission functions require oversight and management to ensure our objectives are attainable, our assistance sustainable, and our strategic interests advanced.

Advance Peace, Regional Security, and Health Security to Protect U.S. Citizens and Interests: Tanzania plays a crucial role in regional stability. It contributes to UN peacekeeping missions and serves as a host nation for refugees from neighboring countries. The U.S. Mission partners with Tanzania to ensure the country remains stable, peaceful, and regionally engaged. Our top priority is the protection of U.S. citizens and interests in Tanzania, and our security programs help Tanzania build capacity to prevent and respond to traditional and health security threats. The Mission also collaborates with Tanzania to strengthen its health system and enhance capacity to detect and respond to emerging diseases which could threaten both the American and Tanzanian people. Bolstering Tanzania's security supports the Interim National Security

Strategy (NSS), Joint Regional Strategy, and the State-USAID Joint Strategic Plan, among other USG strategies.

Strengthen Democracy, Governance, and Human Rights: Tanzania is at a key juncture where it can make meaningful progress in promoting accountable, effective, and democratic governance. Democratic space shrank significantly under the administration of the late president John Magufuli, and President Hassan has stated her commitment to democracy, anti-corruption efforts, and accountability. The U.S. Mission will support these efforts and encourage reforms to promote effective governance, improve the rule of law, and protect human rights. Key to this effort, the Mission will also advocate for changes to regulations and practices which restrict civic space and encourage broad participation in the political process, particularly by youth, women, and marginalized communities. Enhancing political opportunities will help prevent instability, which would negatively impact U.S. regional interests. This goal supports the Interim NSS priorities for Africa and the State-USAID Joint Strategic Plan to strengthen democratic institutions, uphold universal values, and promote human dignity.

Improve Health and Education of Tanzanians without Bias or Discrimination: The U.S. Mission's investments in the health and education of the Tanzanian people -- particularly in areas of HIV/AIDS, tuberculosis, COVID-19, malaria, and reproductive, maternal, and child health -- support Tanzania's economic and political stability and U.S. regional priorities. Education is crucial to cement the gains in health and promote development opportunities for youth and while reducing gender inequality. Development programs aim for sustainability and increased capacity to help Tanzania become more self-reliant. Promoting health and education supports the Interim NSS and the State-USAID Joint Strategic Plan to promote a healthy, educated, and productive population to drive inclusive and sustainable development.

Strengthen Economic Integration and Prosperity through Inclusive and Sustainable Economic Growth, Trade, and Investment: Promoting inclusive and sustainable economic growth is a core USG priority in Tanzania and East Africa. Economic integration increases economic opportunities for U.S. businesses while benefiting the Tanzanian people and creating greater political stability. The U.S. Mission supports efforts to make Tanzania more conducive to business while promoting environmental sustainability, gender inclusion, and transparency. Key sectors of Tanzania's economy depend on climate-sensitive sectors, highlighting the importance of climate change policies in their economic growth. Mission work in the economic sphere advances the Interim NSS as well as the State-USAID Joint Strategic Plan.

Management: As Tanzania emerges from the pandemic, the U.S. Embassy staff will return to the physical office in a deliberate fashion by managing risk -- not avoiding it. Diversity, equity, inclusion, and accessibility (DEIA) principles will guide our operations and policy and empower teams to take initiative, promote creative and thoughtful ideas, and uphold high standards of ethics and accountability. Embracing teleworking tools and focusing on crisis management planning will enhance the Mission's preparedness and productivity in the hybrid workplace.

2. Mission Strategic Framework

Mission Goal 1: Advance Peace, Regional Security, and Health Security to Protect U.S. Citizens and Interests

- **Mission Objective 1.1:** Capacity of security and civilian institutions strengthened to combat security threats, promote stability, and protect U.S. citizens and interests
- **Mission Objective 1.2:** Country capacity and leadership built and improved to prevent, detect, and respond effectively to public health threats (CDCS DO2: Empowerment, productivity, and engagement of Tanzanians aged 15 to 35 increased; CDCS DO3: Capacity of state and non-state actors strengthened to benefit future generations)

Mission Goal 2: Strengthen Democracy, Governance, and Human Rights

- **Mission Objective 2.1:** Democratic institutions strengthened to promote inclusive, transparent, accountable, and participatory governance (CDCS DO3)
- **Mission Objective 2.2:** Legislation enacted and the rule of law enforced to expand civic space, ensure fundamental freedoms, and protect human rights of marginalized groups (CDCS DO3)

Mission Goal 3: Improve Health and Education of Tanzanians without Bias or Discrimination

- **Mission Objective 3.1:** Quality of and access to education, both academic and life skills, improved equitably and sustainably (CDCS DO1: Foundational Skills of Children below age 15 improved)
- **Mission Objective 3.2:** Health outcomes improved through evidence-based interventions and increased resiliency of health systems (CDCS DO1 and CDCS DO2)

Mission Goal 4: Strengthen Economic Integration and Prosperity through Inclusive and Sustainable Economic Growth, Trade, and Investment

- **Mission Objective 4.1:** Closer economic ties developed through increased bilateral trade, investment, and business activity
- **Mission Objective 4.2:** Opportunities created for Americans and Tanzanians to benefit from economic growth and prosperity in an inclusive, sustainable manner (CDCS DO2)

Management Objective 1: Diplomatic effectiveness advanced by working in a modernized and hybrid workplace with a higher level of emergency preparedness

Management Objective 2: A vibrant, diverse, and inclusive work culture is established which empowers the workforce to be innovative, collaborative, and accountable

Management Objective 3: Customer service and management controls are informed by meaningful data and guided by a high standard of ethics

3. Mission Goals and Objectives

Mission Goal 1 | Advance Peace, Regional Security, and Health Security to Protect U.S. Citizens and Interests

Description | The USG's partnership with Tanzania is focused on both domestic (supporting Tanzania's stability and territorial integrity) and regional security, protection of U.S. citizens, capacity-building assistance in the areas of counterterrorism and countering violent extremism, border security (land and maritime), rule of law (justice sector reforms and development), countering illicit trafficking (human, wildlife, narcotics, counterfeited and pirated products, environmental crime etc.), securing U.S. borders, and other areas of shared interests. These efforts directly support the Interim National Security Strategic Guidance goals of protecting the American people, expanding economic prosperity and opportunity, defending democratic values, reinvigorating and modernizing our alliances and partnerships, and strengthening long-standing political, economic, and cultural connections with African partners. To this end, Post prioritizes capacity building of Tanzania's Security Interagency (Military, Police, and other security institutions). These efforts directly protect Americans in Tanzania and mitigate malign actors who negatively influence U.S. regional security efforts. Post's work in the security sector emphasizes the professionalism of security officials, respect for civil authority and the rule of law, and understanding and protection of human rights and civil liberties, including promoting gender equality and equity across all segments of Tanzanian society. 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 the 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 the United States by preventing the spread of infectious diseases across borders. The Mission will work to strengthen Government of Tanzania's response capacity through improved surveillance and outbreak mitigation strategies.

Objective 1.1 | Capacity of security and civilian institutions strengthened to combat security threats, promote stability, and protect U.S. citizens and interests

- **Justification |** Terrorist activities have been an existing concern in Tanzania since the first largescale terrorist attack in 1998 when al-Qaeda launched simultaneous bombings on the U.S. Embassies in Dar es Salaam and Nairobi, Kenya. At present Tanzania serves as a recruitment and transit point for terrorist and criminal organizations that capitalize on vast unguarded border spaces. Violent extremist organizations in the region, including ISIS-DRC (aka the Allied Democratic Forces or ADF)

and ISIS-Mozambique (aka Ansar al-Sunna), continue to pose a challenge to peace and stability in Tanzania, particularly in Mtwara and other southern border areas. The risk of attacks in Tanzania remains, exacerbated by possible cooperation among terrorists in the Democratic Republic of the Congo (DRC), Mozambique, and Kenya who seek to take advantage of lightly governed spaces and porous borders, including the return of trained and radicalized Tanzanian terrorists from foreign theaters. The United States supports capacity-building assistance to the Tanzania People's Defence Forces (TPDF), to ensure that Tanzania maintains its role as an effective regional stabilizing and peacekeeping force.

Equally critical to protecting U.S. citizens and their interests are stable Tanzanian institutions relating to immigration, police, and justice. Stable and fair institutions ensure that Americans living in and visiting Tanzania can have confidence that they will be afforded civil liberties, justice, and freedom of movement within constraints of Tanzanian and U.S. law. Strong institutions also benefit Tanzania in promoting tourism and external investment while providing greater protection for U.S. citizens in Tanzania.

Tanzania's increased technology is driving business innovation and growth, while exposing the country to new and emerging threats. The GoT is not adequately prepared to guard against such threats due to limited law enforcement cyber capabilities, cyber security policy, legislation, and regulations. Post works with the GoT to build their cyber security capacity to protect Tanzania, its people, and U.S. businesses and citizens located in the country against non-state actors, such as organized criminals and terrorists.

Tanzania currently hosts 250,000 refugees, primarily from the DRC and Burundi. The country is also a transit route for refugees fleeing conflict, climate change, and other forces across the continent. Tanzania has hosted refugees for decades, but recently has had a fraught relationship with both refugee organizations and refugee populations. Post is working with the GoT to ensure they remain a country that offers a safe place for asylum-seekers and refugees, evidenced through their provision of lifesaving assistance to vulnerable persons. A primary objective is the safe, voluntary, and dignified repatriation of refugees (e.g., Burundians) to their country of origin or another country where they may be able to attain asylum. Supporting the GoT's ability to host, accept, and find solutions to refugee crises promotes a more secure Tanzania and enhances regional stability.

- **Linkages** | This ICS objective supports the Interim National Security Strategy (NSS) priority to protect the security of the American people and Joint Regional Strategy goals for advancing mutual peace and security interests and building resilience to meet post-pandemic challenges. It also links to 2022-2026 Joint Strategic Plan (JSP) Objective 1.4 to prevent, deter, and resolve conflicts and promote international security and Goal

5 to serve U.S. citizens around the world and facilitate secure international travel. This objective links to the Consular Affairs Bureau Goals of protecting the lives and serving the interests of U.S. citizens overseas and facilitating legitimate travel while promoting secure U.S. borders. Finally, this objective supports United States Africa Command's (USAFRICOM) Campaign Plan (ACP) campaign objectives: 1) Gain and Maintain Strategic Access and Influence, 2) Disrupt VEO Threats to U.S. Interests, and 4) Coordinate Action with Allies and Partners to Achieve Shared Security Objectives.

- **Risks** | Tanzania occupies critical terrain in East Africa. Lack of U.S. participation in enhancing the capabilities of the GoT's security forces provides opportunities to our strategic competitors and nefarious actors (terrorist and illicit traders) in the region. If the capacity of the security forces is not sufficient to counter security threats, investment opportunities may decrease and the Embassy could need to advise businesses of the risks associated with expanding operations in Tanzania. Additionally, U.S. citizens in the region would be at risk.

Objective 1.2 | Country capacity and leadership built and improved to prevent, detect, and respond effectively to public health threats

- **Justification** | In March 2021, following the passing former President Magufuli, new President Samia Suluhu Hassan made a welcome about-face in national policy and attitude towards COVID-19. Acknowledging the severity of the COVID-19 pandemic, she directed her administration to respond to and counter the pandemic. Key pillars of the developed response include improving data sharing and overall informational transparency, and welcoming vaccines into the country, including participation in the global, Gavi-administered COVAX facility that distributes donated COVID-19 vaccines to countries in need. The first tranche of donated vaccines, consisting of one million doses of Johnson & Johnson, arrived in the country in late July 2021.

Despite a slow start to Tanzania's COVID-19 vaccination campaigns, concerted engagement and advocacy from the U.S. Embassy and the broader diplomatic corps has supported Tanzanian efforts to increase vaccine coverage in the country. Additionally, the Government of Tanzania and Zanzibar resumed reporting COVID-19 data to the WHO in September 2021; however, there are concerns about accuracy and the under-reporting of statistics.

- **Linkages** | This objective links to Objective 1.1 of FY 2022-2026 JSP to strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora. As part of the Global Health Security Agenda (GHSA) and their participation in the Joint External Evaluation (JEE), the Government of Tanzania continues to work towards the GHSA and International Health Regulations goals that USG strategies support. Coordination across bilateral and multi-lateral development partners, including the Global Fund to Prevent AIDS, Tuberculosis, and Malaria (to which the USG contributes significantly), has

become even more essential in the context of global health security and the emergence of new diseases to ensure complementarity of efforts and pursuit of health equity. USG efforts have continued to support the expansion of disease surveillance to a broader electronic system and network for faster reporting and response to events of public health significance. Also, through the President's Emergency Plan for AIDS Relief (PEPFAR), USG support has been building and strengthening systems and infrastructure for health services, including laboratories, specimen transportation networks, health workforce, supply chain infrastructure and systems, health records, and national data systems. These systems have provided essential infrastructure support for Tanzania's COVID-19 public health response from testing to vaccination and will continue to play a pivotal role in Tanzania's ability to respond to global health security threats. Support to Tanzania via the GHSA provides security to Americans in Tanzania and prevents the spread of infectious diseases to the United States.

- **Risks** | Responding to public health threats is essential for Tanzanian stability and the safety of Americans in Tanzania and the United States. Such efforts are often hindered by a lack of consistency and transparency. Having impacted access to and utilization of health services, the COVID-19 pandemic has the potential to jeopardize the vast gains in health – including malaria, HIV, maternal and child health – to which the USG has made significant investment over the last 60 years.

Mission Goal 2 | Strengthen Democracy, Governance, and Human Rights

Description | Following the ascension of President Samia Suluhu Hassan after the death of John Magufuli in March 2021, Tanzania is in a pivotal position to decide its democratic trajectory. Under the Magufuli administration, the government significantly reduced democratic space, repressed political opposition, and targeted various sectors of civil society. President Hassan's stated commitment to promote justice, freedom, and democracy, improve service delivery, and combat corruption is a newfound opportunity to support democratic governance, protection of human rights, and respect for the rule of law. Promoting inclusive, transparent, accountable, and participatory governance is a core U.S. government priority in Tanzania and East Africa. Therefore, the Tanzanian government must effectively engage the population in a dialogue on political inclusivity and reconciliation in a post-Magufuli era. It must also improve the provision, accessibility, and consistency of core government functions such as security, justice, and social services, and it must reinforce the accountability of government actors who are charged with providing such functions.

Encouraging the Government of Tanzania to strengthen the capability of its governance and institutions to better respond to citizens' needs and combat corruption is key to ensuring Tanzania remains a reliable and stable regional partner for the United States. Mission efforts will help promote accountable and transparent democratic governance and institutions, strengthen civil society, support inclusive political dialogue, amplify the legitimate concerns of

the citizenry, and advocate for quality service delivery and respect for fundamental freedoms. Throughout the next four years, the Mission will support activities to address these concerns and improve the capacity of the national government to support citizen-centric governance, facilitate broad-based economic development, and boost domestic and regional stability and security. Efforts will also include seeking enhanced partnerships with civil society to support citizen participation in and oversight of elections and political processes, emphasizing the respect of human rights, free speech and expression, and the rule of law. These comprehensive efforts will further serve U.S. interests by fostering an enhanced bilateral relationship with an increasingly capable, credible, and stable partner that is willing to engage the United States.

Objective 2.1 | Democratic institutions strengthened to promote inclusive, transparent, accountable, and participatory governance

- **Justification |** Under former president Magufuli, Tanzania experienced democratic backsliding. Since President Hassan's transition to power, political opposition parties have articulated the need for an inclusive political dialogue, as well as efforts toward various constitutional and political reforms that would enable the government to be more representative, transparent, and democratic. The 2020 elections faced several challenges, falling short of standards for free and fair elections. Since then, dissatisfaction with the electoral process has persisted amongst the political opposition who feel marginalized by the government. Tanzania will have the opportunity to demonstrate the inclusiveness of its democratic institutions and willingness to allow political competition and participation in the 2024 local and 2025 general elections. Strengthening the capacity of democratic institutions at district, regional, and national levels has been undermined by the concentration of power within the ruling party and rampant abuse of that power. Bilateral engagement and technical assistance to improve the transparency and inclusivity of democratic institutions will help increase government capacity to provide quality service provision and respond to citizens' needs. Limited government capacity, minimal public accountability, and failure to hold fair and competitive elections complicate efforts to improve governance and strengthen Tanzania's democracy.
- **Linkages |** This ICS objective links directly to Goal 3 of the 2022-2026 JSP to strengthen democratic institutions, uphold universal values, and promote human dignity and Goal 3 of the Joint Regional Strategy to strengthen democracy, uphold universal values, and promote human dignity. It also supports the 2018 White House Africa Strategy to advance democratic, citizen-responsive governance. Accountable and democratic institutions, sustained by a commitment to the rule of law and anti-corruption, generate greater prosperity and stability.

- **Risks** | Failure to achieve this Mission Objective risks weakened governance and state institutions, and increased political instability, which would have a negative impact on U.S. regional interests. Nontransparent and unaccountable institutions breed corruption and embezzlement of government resources, which stifles economic growth, hinders development, undermines democracy, and deters foreign investment.

Objective 2.2 | Legislation enacted and the rule of law enforced to expand civic space, ensure fundamental freedoms, and protect human rights of marginalized groups

- **Justification** | President Hassan has overseen a welcome change of tone, publicly stating her desire to promote justice and human rights. Despite halting Tanzania's shift toward authoritarianism that occurred under her predecessor, the president has yet to fully embrace concrete measures needed to reverse it. Restrictive legal frameworks underpinning Tanzania's decline in freedom of expression, human rights protections, and rule of law remain untouched. To move away from the impunity of the Magufuliera, Tanzania must enact legislation and adopt reforms consistent with international norms, undertake legal and regulatory reforms that support fundamental freedoms and human rights, and allow civil society and media organizations to operate independently and without intimidation or harassment. Accordingly, this Mission objective seeks to enhance engagement with the government and civil society to promote democratic values, empower civil society, and encourage equal enforcement of the rule of law and respect for fundamental freedoms and human rights.
- **Linkages** | Mission Objective 2.2 links directly to Goal 3 of the 2022-2026 JSP to strengthen democratic institutions, uphold universal values, and promote human dignity and Goal 3 of the Joint Regional Strategy to strengthen democracy, uphold universal values, and promote human dignity.
- **Risks** | Failure to achieve this Mission Objective and increase adherence to international human rights norms risks expanding negative trends that contribute to instability and threaten U.S. security interests on the African continent.

Mission Goal 3 | Improve Health and Education of Tanzanians without Bias or Discrimination

Description | 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 and partnerships. Programs will be designed to incentivize reforms and strengthen in-country capacity 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 U.S. government is working with the Government of Tanzania (GoT) to improve early grade reading for 1.4 million children in five regions of Tanzania (Iringa, Morogoro, Mtwara, Ruvuma, and Zanzibar), decrease under-five and maternal mortality through improved health services and systems, and reach sustained HIV epidemic control. 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 sustain these gains, leading to healthier, freer, more productive societies.

The Mission retains an extensive focus on building capacity and improving health outcomes in Tanzania, and a more limited, though no less important, focus on the education sector. Ongoing work will continue to strengthen the health system in Tanzania to combat HIV/AIDS, tuberculosis, COVID-19, and malaria-related mortality; promote reproductive, maternal, and child health (RMCH); 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 inequity—in access to services, resource provision, and 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 opportunities for learning, and, in turn, improvements in learning lead to better health. As such, in many countries, including Tanzania, U.S. government education and health programs go hand-in-hand, though resource levels vary greatly across the two sectors.

With a focus on combating key health challenges related to HIV, malaria, tuberculosis, reproductive, maternal, and child health, and the current COVID-19 pandemic, the U.S. government 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 and the UN Family. 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 50.3 in FY 2019, and a reduction in deaths due to HIV from 110,000 per year in 2003 to 68,000 per year in 2020.

Reducing gender inequality is critical to achieving U.S. national security and foreign policy objectives. Gender inequality results in unequal access and use of health and education services, impacts individuals' ability to initiate and practice health behaviors, and prevents the right to live free from violence, stigma, and discrimination. In Tanzania, 27 percent of girls aged 15-19 years have begun childbearing, with some regions as high as 45 percent, and adolescent girls and young women aged 15-24 bear a disproportionate burden of new HIV infections. Harmful gender norms in Tanzania contribute to these startling statistics. 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. Through behavioral and structural interventions, U.S. government programs address some of the key drivers that result in teen pregnancy, early marriage, and inequalities in health service access. The programs provide opportunities to continue education; engage parents and faith and community leaders who are influential adults in youth development; promote the relative position of women, girls, and marginalized groups; teach young women and men about their bodies; improve sexual and reproductive health education and services; and foster awareness about sexual violence while also providing post-violence care, clinical, and support services.

Objective 3.1 | Quality of and access to education, both academic and life skills, improved equitably and sustainably

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

The Tanzanian education system is failing students, especially girls, who are twice as likely to reach adulthood without ever receiving any education. To improve learning outcomes, the quality and efficiency of instruction needs to improve. Additionally, for sustainable change, students need the participation of parents, particularly parents of girls, both in school administration and increasing learning opportunities at home. This engagement is crucial, as the extent to which families encourage learning at home and engage with the school is directly correlated with academic success of the child. While Tanzania has a fee-free education policy in public primary schools, barriers to inclusion

remain, particularly for girls who can face hostile classroom environments. While the Government of Tanzania recently announced a plan to reverse the policy that prevented pregnant girls and young mothers from attending school, the policy will need to be implemented in communities where cultural values may differ. While policy changes will help improve the environment for girls, practical changes will be needed to create a safe and inclusive environment to ensure all children have an opportunity to learn.

- **Linkages** | Activities under this ICS objective directly contribute to Goal 2 of the 2022-2026 JSP to promote global prosperity and support inclusive and sustainable economic growth and opportunity. This ICS objective also directly links to the Joint Regional Strategy goal of promoting inclusive country-led development, specifically the stated objectives of transforming education systems to support equitable access to education for all learners. U.S. government education interventions directly link with GoT priorities outlined in the Tanzania Development Vision 2025 and the National Five-Year Development Plan III. Congress passed the Reinforcing Education Accountability in Development (READ) Act of 2017, bipartisan legislation to advance global education. USAID's education efforts are rooted in the USAID Education Policy of 2018, which provides vision and direction for supporting partner countries in strengthening their capacity to deliver quality learning opportunities for children and youth.
- **Risks** | Due to a variety of economic, societal, and cultural factors, boys and girls in Tanzania are at risk for dropping out of school. Young people often face pressure from their own households to generate income at early ages. Besides economic reasons, children drop out of school due to illness, pregnancy, other family commitments (including early marriage), peer pressure, or inadequate resources at the school (lack of bathrooms for girls). The success of education interventions is, also, dependent on the GoT dedicating sufficient resources to hire enough teachers, build schools, and maintain current buildings. Not achieving this objective could lead to backsliding across our ICS goals. Uneducated children and young people can lead to harmful decision-making regarding health, safety, democracy, and possible economic opportunities. Ultimately, a lack of proper education could lead to greater instability in the growing youth bulge.

Objective 3.2 | Health outcomes improved through evidence-based interventions and increased resiliency of health systems

- **Justification** | Approximately 1.6 million people are living with HIV in Tanzania, which translates to an estimated prevalence of 4.7 percent among adults. There are over 70,000 new infections annually, and approximately 24,000 deaths each year from AIDS-related illnesses. Tanzania has made great strides over the last several years to control the HIV epidemic, and currently reaches over 1.3 million people with antiretroviral treatment. Although Tanzania's HIV epidemic is generalized, meaning it affects all segments of society, there are also concentrated epidemics among key population groups, including people who inject drugs, men who have sex with men, and

sex workers. The severity of the epidemic also varies geographically with some regions' HIV prevalence being more than twice the national average. Women are also disproportionately affected, with women aged 15-39 being twice as likely to be living with HIV as their male counterparts. Gender inequity and intimate partner violence increases women's vulnerability to HIV, as does the fact that women tend to become infected earlier because they have older partners and get married earlier.

With an average life expectancy of 66 years, high population growth (with women having an average of five children), and maternal mortality ratio of 524 per 100,000 live births (compared to the United States' 19 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. 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 U.S. government, 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.

Despite improvements over the past decade, malnutrition remains one of the most serious health problems affecting infants, children, and women of reproductive age in Tanzania. Every year, deficiencies in iron, vitamin A, and folic acid alone cost Tanzania over \$518 million, around 2.65 percent of the country's GDP. Childhood anemia alone is associated with a 2.5 percent drop in adult wages. Improving nutrition contributes to productivity, economic development, and poverty reduction by improving physical work capacity, cognitive development, school performance, and overall health. Conversely, poor nutrition perpetuates the cycle of poverty through direct losses in productivity from poor physical status and malnutrition-related diseases; indirect losses from poor cognitive development and losses in schooling; and losses caused by increased health care costs.

- **Linkages** | Activities under this ICS objective directly contribute to Goal 2 of the 2022-2026 JSP to promote global prosperity and support inclusive and sustainable economic growth and opportunity. 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. Interventions are linked to U.S. government and Tanzanian strategies across the priority areas in the health sector. The U.S. government coordinates activities across several U.S. agencies and with other development partners through regular donor coordination meetings. All HIV and TB activities are guided by the PEPFAR Country operational plan. Malaria activities

are similarly guided by the U.S. President's Malaria Initiative annual Malaria Operation Plan. Additionally, U.S. government health activities support several Government of Tanzania strategies, including the Ministry of Health's Strategic Plan V (2020-2025), the National Multisectoral Strategic Framework (NMSF) for HIV and AIDS (2018/19-2022/23), the National Strategic Plan V for TB and Leprosy (2015-2020) and its forthcoming successor Plan VI, and the recently launched National Family Planning Costed Implementation Plan (2019-2023).

- **Risks** | The negative effects of infectious diseases and malnutrition stifle potential gains for socioeconomic transformation. Tanzania has made tremendous progress in several areas, but challenges remain, notably reaching and maintaining young adults on antiretroviral treatment. Significant financial and human resource deficiencies exist in the health sector and have been exacerbated by the global COVID-19 pandemic. With the perpetual competition for funding within an under-resourced government, Tanzania will continue to take on more challenges than its resource envelope can support. The risk of inequitable delivery of health services could disempower women and youth and result in poor health outcomes across work streams. Poor health outcomes will weaken social cohesion, lower productivity, reduce school enrollment, and slow economic growth. Additionally, climate changes, such as drought, can drastically affect food availability and accessibility. To mitigate these risks, the U.S. government will implement programs to improve nutrition, reduce infection rates, strengthen health systems, and decrease the impact of climate change.

Mission Goal 4 | Strengthen Economic Integration and Prosperity through Inclusive and Sustainable Economic Growth, Trade, and Investment

Description | Broad-based, sustainable economic growth in one of East Africa's largest economies will benefit the Tanzanian people, provide opportunities for U.S. businesses, and promote regional stability. Sustainable and inclusive growth requires government actors to create a business environment where businesses can succeed by following sound business and ethical principles. These include transparency, environmental sustainability, gender inclusion, and adherence to international standards. In addition to an environment conducive to business development, inclusive economic growth requires appropriate skills development to meet the needs of the market and targeted interventions supporting areas where economic growth is most likely to occur. Focusing on these vital sectors of the Tanzanian economy will support widespread, equitable, and sustainable economic growth. These efforts will strengthen prosperity for Tanzanian businesses and individuals, thereby benefiting Tanzanians and Americans alike.

Actively assisting Tanzania to develop an environment suitable for business growth, including trade and economic policy development, will also allow U.S. firms to compete on a level playing field for Tanzania's business and promote vital investment and active participation in Tanzania's

economic future. U.S. firms' adherence to the Foreign Corrupt Practices Act (FCPA) and their substantial Corporate Social Responsibility (CSR) programs promote business transparency, equity, and sustainability. Greater participation by U.S. firms through investment or trade in the Tanzanian economy will lead to more adoption of sustainable business practices. In addition, introducing Tanzanian firms to the world's largest economy will not only create new economic opportunities for Tanzania and integration between our two economies, but will create more people-to-people linkages that are essential to building resilient bilateral relationships.

Tanzania's economy depends on climate-sensitive sectors that contribute significantly to employment and GDP, including agriculture, mining, tourism, fisheries, construction, and transportation. The country's heavy economic reliance on natural resources and relatively low adaptive capacities underscores the importance of integrating climate change actions, policies, and strategies to enhance economic growth. Tanzania's cross-cutting climate change adaptation goals, as outlined in the National Climate Change Response Strategy (NCCRS) 2021-2026, provide strategic opportunities for private sector investment in climate resilience, clean energy innovation, and technical capacity-building.

Objective 4.1 | Closer economic ties developed through increased bilateral trade, investment, and business activity

- **Justification** | Over the past 10 years, economic activity between the United States and Africa has decreased precipitously. Between 2011 and 2020, total trade (export plus imports) in goods between the United States and Africa has decreased by 64 percent while total trade between Africa and China has increased 13 percent and total trade with India has decreased by only 17 percent. In that same period, total U.S. goods trade to Tanzania increased 14 percent while China's increased by 115 percent. These figures demonstrate the excellent potential Tanzania holds as a U.S. trading partner but also indicate that its full potential is not being realized. Strengthened trade and investment relationships will create economic opportunities for U.S. workers. The U.S. Mission to Tanzania will support U.S. businesses in Tanzania, increase awareness of Tanzania as a viable market for U.S. goods and services, and support Tanzanian organizations that seek to expand international trade relationships in a fair, sustainable manner.
- **Linkages** | This objective directly advances Objective 2.1 of the 2022-2026 JSP to promote a global economy that creates opportunities for all Americans. It also links to Goal 2 of the Joint Regional Strategy to increase mutually beneficial economic growth, trade, and investment. Increased economic ties create investment opportunities for American firms in developing countries (Interim National Security Strategic Guidance, p. 16), and open opportunities for greater U.S. exports (Department of Commerce Strategic Objective 2.4) and inward investment into the United States (Department of Commerce Strategic Objective 2.5).

- **Risks** | U.S. firms face serious competition from global competitors who provide products and services with a strong value proposition at competitive prices. The U.S. Mission to Tanzania will utilize an all-of-government approach to utilize U.S. advocacy efforts, trade financing, and promotional tools to advance U.S. firms' prospects. Failure to advance U.S. commercial interests will lead to Tanzania's greater reliance on foreign products entrenching foreign competitors in Tanzania's economy and locking-out U.S. firms' participation in future business opportunities.

Objective 4.2 | Opportunities created for Americans and Tanzanians to benefit from economic growth and prosperity in an inclusive, sustainable manner

- **Justification** | Following two decades of sustained growth, Tanzania formally graduated to lower-middle-income country status in 2020. However, the benefits of growth are distributed unevenly and due to population growth, economic growth has not resulted in a corresponding reduction in absolute poverty. In addition, as noted in Objective 4.1 above, U.S. participation in the Tanzanian economy in terms of bilateral trade and investment has waned. Economic growth has historically been constrained primarily by government policies and, in recent years, a high degree of uncertainty, which have seriously harmed the business environment and deterred domestic and foreign investment.

USAID's Inclusive Growth Diagnostic shows that the binding constraints to accelerated private sector-led economic growth in Tanzania are microeconomic risks related to trade policy and tax administration. The current administration has made improving Tanzania's economic environment a top priority, and President Hassan has publicly emphasized restoring domestic and international confidence in Tanzania's business climate. This change provides opportunities to support improvements to the business enabling environment, particularly with regard to trade and foreign investment. Improvements in these areas will go a long way to attracting new domestic and foreign investment and encourage businesses to create increased youth employment opportunities. Additionally, Tanzania's abundant wildlife and natural attractions make it a destination for tourists from around the world, resulting in tourism representing a significant source of GDP for Tanzania. In support of this important economic engine, the U.S. government will invest in improving natural resources management in ways that protect these resources for the future and encourage sustainable outcomes.

A poor business environment leads to a large informal economy, which represents more than 50 percent of GDP. Informal firms hinder growth because they provide inadequate worker protections, do not significantly contribute to tax revenue, and are unable to access credit or nurture formal sector value chains. The share of informal employment in total employment in Tanzania is over 90 percent. With the lack of available jobs in the formal sector, youth in particular are drawn to the informal economy, which offers

low barriers to entry and the opportunity to quickly earn an income. Each year 800,000 youth enter the labor force, competing for few available jobs.

For Tanzania, an efficient, productive, and sustainable agriculture sector is critical to reducing poverty and ensuring its citizens have highly nutritious, affordable foods to feed their families. The agriculture sector employs two-thirds of the workforce and contributes to nearly a third of the economy. Private sector engagement is an essential component of the economic development of Tanzania. Businesses in Tanzania are at the forefront of growth through job creation, innovation, generating tax revenue, and fair competition. The Tanzanian private sector's vast financial resources and expertise in market-based solutions have the potential for tackling systemic societal challenges. Currently employing about 70 percent of the youth in Tanzania, the private sector provides a critical pathway to self-reliance.

- **Linkages** | This objective links directly to higher-level USG strategies such Objective 2.1 of the 2022-2026 JSP to promote a global economy that creates opportunities for all Americans and Objective 2.2 to support inclusive and sustainable economic growth and opportunity. It also advances Goal 2 of the Joint Regional Strategy to increase mutually beneficial economic growth, trade, and investment. Efforts under this Mission objective are expected to open new markets for Tanzania and the United States and support U.S. investment and prosperity. In alignment with Objective 1.2 of the FY 2022-2026 JSP, the USAID Climate Strategy, the USG's Agriculture Innovation Mission for Climate (AIM for Climate), President Biden's Plan to Conserve Global Forests and Critical Carbon Sinks, and the President's Emergency Plan for Adaptation and Resilience, USG agencies will engage the Tanzanian government and other partners to meet its climate change mitigation and adaptation goals to secure the economic gains made over our 60-year partnership in the country.
- **Risks** | Tanzania's economy is in a state of transition. Without regulations and policies that support private sector led economic growth, U.S. government objectives and Tanzania's long-term sustainable growth will be difficult to achieve. Rapid population growth and agricultural expansion pose a threat to Tanzania's natural resources that, when managed effectively, support livelihoods and agriculture. Climate change poses significant risks of prolonged drought and unpredictable weather, threatening the livelihoods of subsistence farmers who make up the majority of the population. Economic resilience will depend on Tanzania's ability to meet its climate adaptation goals to secure the development gains it has already achieved and not lose ground to extreme weather events that threaten food supply and other vital ecosystem services. Integrating climate risk management into all development programming is critical to anticipate climate driven threats to sustainability and thus offer more sustainable pathways to success.

4. Management Objectives

Management Objective 1 | Diplomatic effectiveness advanced by working in a modernized, hybrid workplace with a focus on emergency preparedness

- **Justification |** Over the course of the next two years, the Mission will emerge from the pandemic and embrace a more versatile operations posture where teams can move from virtual and on-site presence as needed while maintaining a high-level of productivity. Additional investments in improving facilities and optimizing office space will facilitate these shifts and lead to increased workplace morale. A greater focus on emergency preparedness will help the mission communicate and coordinate operations when responding to external threats or internal building systems malfunctions. Applying the lessons learned from the COVID-19 pandemic to inform our planning and preparedness for other types of emergency scenarios, particularly in other arenas besides health, will help build a more resilient and effective mission.
- **Linkages |** This objective links to the 2022-2026 JSP Objective 4.3 to protect our personnel, information, and physical infrastructure. It also links to the COVID Mitigation Posture (CMP); OBO Functional Bureau Strategy (2018-2022); E.O. 14057 on Federal Sustainability (December 8, 2021); Greening Diplomacy Initiative; DOS Future of Work (FoW).
- **Risks |** Failure to achieve this management objective could risk the Mission's ability to attract talent, effectively deliver foreign assistance, and properly plan programs and activities. This would lead to increased inefficiency and reduced effectiveness. To mitigate the risk of uninhabitable office space, the Mission will rigorously prioritize the replacement of building systems that are failing. To mitigate the risk of harm to COM personnel or property during a crisis, the Mission will identify gaps in emergency preparedness and focus exercises and drills to strengthen those components.

Management Objective 2 | A vibrant, diverse, and inclusive work culture is established which empowers the workforce to be innovative, collaborative, and accountable

- **Justification |** The State Department, along with other U.S. government agencies, is making strides to help adopt a work culture that supports, empowers, and cares for our workforce so that federal government service is meaningful and rewarding, but sustainable and family friendly as well. This in part requires training and investments at Post to embrace teleworking tools and acquire the needed equipment and technology. Supervisors in particular will need to adapt their leadership style to better manage remote work and maintain productivity. New challenges, such as the COVID-19 pandemic, require creativity, innovation, and a more inclusive approach. Promotion of diversity, equity, inclusion, and accessibility (DEIA) extends beyond holding events and discussions and requires concerted action in the form of workplans and policy recommendations in order to move the needle in a meaningful way. Mentoring, both informal and formal, at all levels of the organization is essential to promote equity. Supervisors have a role to play in modeling our values, setting the tone, identifying needs, and addressing gaps.
- **Linkages |** This objective links to the JSP 2022-2026 Strategic Objective 4.1 to build a diverse, inclusive, resilient, and dynamic workforce and the DOS DEIA Strategic Plan (Nov. 30, 2021).
- **Risks |** Failure to achieve this objective risks the Mission's ability to recruit and retain USDH and locally employed personnel and underutilize existing talent. To mitigate this risk the mission will identify and prioritize lines of efforts that contribute to the modernization of the workplace and is responsive to the needs of different groups within the workforce with a focus on holding supervisors and mid-level managers accountable in modeling Diversity, Equity, Inclusion, and Accessibility (DEIA) practices.

Management Objective 3 | Customer service and management controls are informed by meaningful data and guided by a high standard of ethics

- **Justification |** As our work overseas becomes more complex and demands for adaptability become greater, the management team must harness the power of its data to improve customer satisfaction, reduce costs, and ensure proper use of tax-payer dollars. DOS, and the IRM bureau in particular, is prioritizing investments in data analytics software, tools, and other resources aimed at enabling data-informed decision-making. Traditional logistics management software (ILMS) is being integrated with more advanced algorithms to provide analysis (Management Analytics Portal – MAP) that can help shape and influence long term investments and allocation of resources in a cost-effective manner. Data cannot substitute for onsite and in-person connectivity needed to carry out our overseas operations and ensure adequate management controls. In a single unified customer service center, we can readily identify and resolve systemic issues as well as adapt to emerging trends.
- **Linkages |** This objective supports the 2022-2026 JSP Objective 4.2.1 on Data Informed Diplomacy, as well as the Federal Data Strategy and DATA.state.sbu.
- **Risks |** Failure to achieve this management objective risks the integrity of management operations as demonstrated by the November 2021 malfeasance case involving theft of USG property by staff from the RSO, GSO, and Facilities sections. In maintaining the existing staff focused on customer service standards, the current high customer service ratings will not fall and adversely impact mission personnel morale. By inculcating a culture of ethics and integrity across the mission we will empower all staff to conduct spot checks and audits in their functional areas.