



PROJECT DOCUMENT
United Republic of Tanzania



Empowered lives.
Resilient nations.

Project Title: Enhancing Capacity for development results and effectiveness

Project Number: 99419

Implementing Partner: Ministry of Finance and Planning

Start Date: June 2017 **End Date:** 31st December 2021 **PAC Meeting date:** 28 April 2017

Brief Description

The development challenge that the Project seeks to address is: "Inadequate capacity at the national and sub-national levels to *plan, monitor, evaluate and report on* the 1) *implementation* and 2) the *financing* of the national, regional, and global development agendas". By regional and global development agendas, reference is made to the Africa Agenda 2063, East Africa Development Vision 2050, the Istanbul Plan of Action 2011-2020, the 2030 Agenda for Sustainable Development, and the Paris Climate Agreement respectively. Capacity development is an explicit and integral part of SDGs with their focus on implementation and monitoring aspects. Aligning to these development agenda means aligning to support the institutions that will implement and monitor the national, regional and global development agendas.

This Project, therefore, understands capacity development as the process through which individuals, groups, organisations, institutions and societies increase their abilities to 1) perform core functions, solve problems, define and achieve objectives; and 2) understand and deal with their development needs in a broad context and in a sustainable manner (UNDP, 1997, UNESCO, 2006). Thus, capacity development in this Project suggests actions towards leveraging, enhancing and strengthening of the existing capacities, not building them from scratch as has been the case with capacity building initiatives in the past. It understands development as an endogenous transformation process undertaken by Tanzania and other developing countries and supported, not steered, by external interventions (Kaplan, 2000, Kuhl, 2009). Capacity development initiatives to be pursued by this Project are only contributing factors to the national development goals that are owned by Tanzania as defined in the medium-term development strategies, the Five Year Development Plan II.

The Project therefore contributes to the 2 UNDAP II's outcomes results, in addition to other Project level results. Expected results at the Project level range from increasing access to alternative development finances for Tanzania; enhanced knowledge and skills (acquisition and application of new knowledge or skills); enhanced networks (common interest, processes for collaboration, incentives for participation); to strengthen coalitions (common agenda for action, commitment to act, trust and mutual accountability, leveraging diversities), emerging new implementation know-how (policy and strategies formulation, implementation of policies, strategies, and plans), and facilitate policy coherence for sustainable development. The Project has adopted an integrated approach and is composed of 3 capacity development components, all of which can benefit from SSC/T cooperation:

1. Policy formulation and analysis, planning and monitoring, evaluating and reporting on the national and regional development agenda and the SDGs
2. Data systems enhancement including reporting and use and how Tanzania will leverage big data and the data revolution to enhance evidence based planning, policy making, and M&E systems
3. Enhancing Development effectiveness through aid coordination and mobilisation of new development finance

Management and mobilisation of knowledge cut across the 3 components. The design of the interventions has been informed by a number of resources including the 2015 UNDP's Assessment of Development Results (ADR), final evaluations of the medium-term development strategies for Tanzanian Mainland (Mkukuta II) and Zanzibar (Mkuza II), diagnostic studies (e.g. on aid coordination by EU and the World Bank), development literature including the recent gender analysis carried out by UN-Women in Tanzania in 2016. The Ministry of Finance and Planning (MOFP) of the United Republic of Tanzania and that of the Revolutionary Government of Zanzibar will be the main beneficiaries given their mandates in several areas to which the Project intends to intervene. In addition to the main beneficiaries, the project will adopt a Multi-stakeholder approach as an integral part of the project. The project will seek to empower citizens and marginalized groups to play a more active role in the implementation and follow-up and review of the national, regional and global development strategies

Effective capacity development is not a one-off intervention (UNDP, 2007), and as such the Project will not only strengthen the achievements made in the previous interventions (e.g. ODA reporting, PER studies, monitoring and reporting of the development strategies) but will also be influenced by the rapidly changing scenarios, ranging from, the global development financing, the era of tight aid budgets and increasing need for justifying aid expenditures, to the emerging global and regional development agenda parallel to the national level development strategies.

The Project will also respond to the increasing demand for data for domestic accountability (medium-term development strategies), regional accountability (Africa agenda 2063, Istanbul Plan of Action 2020, EAC Development Vision 2050), and the global accountability (SDGs). Other influential factors that will shape intended interventions include: the country's progression towards middle income status and the accompanying transition from an ODA driven dialogue to a broader development financing platform, possible changes to the dialogue processes; and, the increasing need of knowledge products that would feed into the planning, implementation, monitoring and evaluation of the stated diverse development agendas.

Outcomes UNDAF II:

-The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.

-National Governance is more effective, transparent, accountable and inclusive" under output "Government has enhanced capacity to craft evidence-based policies, programme and budgets that meet the needs of women, children, the poor and other marginalized groups"

Indicative Output(s) with gender marker¹:

Coordinated and gender sensitive monitoring and reporting frameworks of development strategies are in place. **GEN 2**

Gender sensitive national data systems is in place to support the monitoring and reporting of development strategies. **GEN 2**

Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data (CPD output). **GEN 1**

New knowledge is generated to improve implementation, monitoring and reporting on the development strategies. **GEN 1**

Effective mechanisms in place to enhance aid coordination, monitor and report on use of ODA and other sources of global development financing (CPD output) **GEN1**

¹The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited

Total resources required:	6,689,000
Total resources allocated	2,164,000
	UNDP TRAC: 1,500,000
	Donor USAID: 500,000
	Donor Denmark-PFM: 90,000
	Donor DFID-Environment: 74,000
	Government:
	In-Kind:
Unfunded:	4,525,000

Agreed by (signatures)¹

Ministry of Finance and Planning		UNDP
Mr. Doto James		Ms. Natalie Boucly
Permanent Secretary		Country Director
Date: 30/11/2017		Date: 9/12/17

contribution to gender equality); GEN0 (No contribution to gender quality)

DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

The development challenge that the Project seeks to address is 'inadequate capacity at the national and sub-national levels to *plan, monitor, evaluate and report on* the 1) *implementation* and 2) *financing* of the national, regional and global development agendas'. By regional and global development agendas, reference is made to the Africa Agenda 2063, East Africa Development Vision 2050, the Istanbul Plan of Action 2011-2020 and the 2030 Agenda respectively. Capacity development is an explicit and integral part of SDGs with a sharper focus on implementation aspects compared to the Millennium Development Goals (MDGs). Aligning to these development agenda means aligning to support the institutions that will support their implementation, coordination and monitoring.

The UNDP Country Program Document 2016-2021 makes a specific reference in that respect and envisages "support the Ministry of Finance's efforts to mobilize domestic resources and leverage alternative sources of development financing to monitor the Sustainable Development Goals embedded in the national development plans"

The defined development challenge is relevant at all levels. At the *national level*, it impacts on the capacity to carry out policy analysis, monitor, evaluate and report on the recently launched FYDP II for Tanzania Mainland and the up-coming Zanzibar's MKUZA III. At the *sub-national level*, the development challenge impacts the capacity to implement local development programmes and services delivery through regional and district strategic plans.

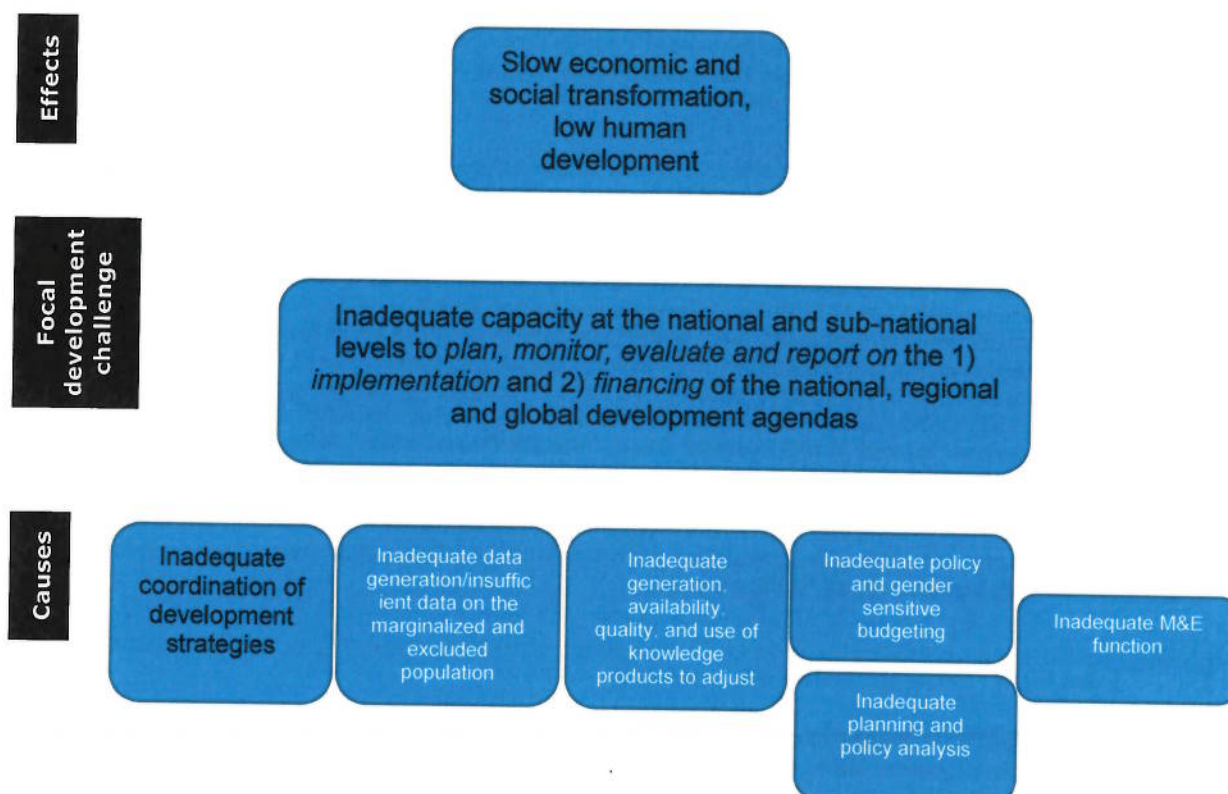
The challenge is also relevant at the *regional level* as Tanzania consented to the Africa Union's (AU) Africa Agenda 2063 which envisaged a continent that is free of poverty and characterised by shared prosperity through social and economic transformation (Africa Union, 2015). Tanzania is also part to the EAC Development Vision 2050 and the Istanbul Plan of Action 2011-2020. At the *international level*, if not attended, the challenge will limit the country level monitoring of the global Agenda 2030 and its accompanying 17 SDGs. Irrespective of the levels, the objectives of the FYDP II, MKUZA III and the regional and global development agendas are ambitious, and their realisation requires a clear national level coordinated implementation roadmap that offers guidance to all parties on where they could focus their efforts and investment decisions (Dhliwayo, Kifukwe and Kilama, 2016). The development agendas also require financing that is not only massive in scale (whether domestic or international public finance), but effective in delivering impacts at the country level.

In addition to guaranteeing that progress is being tracked, a coordinated planning, monitoring, evaluation and reporting of the stated development agendas will not only improve the alignment of budgets with the medium-term development strategies, but equally important exposes ways in which different segments of the population (men and women, poor and non-poor, youth and elderly) are affected by diverse development initiatives.

For instance, the analysis of recent data on employment and time use has shown that women have benefited from a decade of economic transformation in Tanzania, but more is needed to reduce long standing gender inequities (Fox, 2016), among the inequities, is the gender divide in agricultural productivity (UN-Women, UNDP and World Bank, 2015). Gender differences persist in other areas as well including: unemployment rate (male: 8.2%; female: 12.3%); youth in vulnerable employment (male: 78.3%; female: 86.4%); employment in the formal sector (male: 68%; female: 32%); gender gap in wages – in favor of men (public sector: 12%; private sector: 9%); access to vocational training (male: 61.5%; female: 38.5%); having bank account (male: 17.9%; female: 10.1%) and many other gender differences (UN-Women, 2016) (see also the Tanzania's 8th Report on the Implementation of the Elimination of all forms of Discrimination against Women (CEDAW) for detailed information on gender differences in social, political and economic spectrums). Despite some challenges (e.g. missing baseline values and monitoring data, in particular sex and location disaggregated information), the experience from monitoring the preceded medium-term development strategies has laid a strong foundation to further enhance the role of Gender Equality and Women Empowerment (GEWE) in the implementation and reporting of the current development agendas. There are number of causes for the stated development challenge (see Figure 1). They range from weak monitoring and evaluation function, inadequate gender and environment sensitive policy analysis to inform future actions including use of results to adjust and drive policies and strategies (ESRF, 2000; Kaberuka et al, 2016; Revolutionary Government of Zanzibar, 2016) to inadequate and not updated databases, weak planning, coordination and policy-based budgeting (Pricewaterhousecoopers, 2016). The practice of using evaluations, for instance, to inform future actions is not yet well entrenched (EcomResearch, 2014). Limited link also persists between the national level medium-term development strategies and the local level economic development are inadequate.

Weak technical capacity and inadequate tools and resources are not only constraints to the monitoring and evaluation functions and gender and environment sensitive policy analysis in the public sector, but also threaten the implementation of development agendas which demand a multitude of financing tools and partnerships (see for instance the financing chapter of the FYDP II document). While M&E systems and tools have been put in place for the previous development strategies (MKUKUTA and MKUZA and several MDAs) to enforce internal and external accountability and measure performance related to institutional targets, challenges remain. Studies show that efforts are still somewhat scattered, due to a lack of coordination among MDAs, and that mandates are unclear in terms of which ministry leads on the coordination of M&E in the country (Kibaha Education Centre, 2015), and lack of an institutionalized multi-stakeholder platform that brings together different development actors beyond government agencies and MDAs. On the other side, weak budgetary analysis and tracking has had implications, for instance, in the area of budget control, predictability and execution. The three have varied significantly between sectors, in particular for sectors with large share of capital investment (Development Partners, 2013; Pricewaterhousecoopers, 2016). Low execution rates have in turn been taming progress made in sustaining fiscal decentralization efforts. In 2012/13, for example, the overall and the development budget were under executed by 10 per cent and 22 per cent respectively. Timely availability of expenditure outturn data from the Local Government Authorities (LGAs) is another side of challenges characterising public finance data.

Figure 1: The causes and effects of the local development challenge



Finally, the transition to a MIC and a change in the financing landscape calls for more evidence and analysis on the financing opportunities from both traditional and non-traditional partners.

Despite the expanding menu for development financing, it remains true that ODA is an important source of development financing, otherwise sectors such as health and education could face challenges. ODA will be at the forefront of Agenda 2030, and it will continue to play an important role by serving as a catalyst, enabling the country to leverage other sources of finance. The importance of enhancing access, management and usage of quality and timely aid data therefore remains. ODA reporting through the Aid Management Platform (AMP) has improved overtime and the platform is fulfilling its role of supporting national planning and budgeting.

Despite that, AMP continues to be characterised by deviations with OECD reporting (UNDP, 2014), user unfriendliness, limited analytical function, and incompatibility between the platform and IFMS, cumbersome and time consuming data entry process which in turn has decreased willingness of some DPs to report in the platform (EU and World Bank, 2016). Moreover, there are concerns about trustworthiness of the data being generated from the platform, reporting delays (the most recent public

report from AMP is dated 2012/13), challenges in recording transfers between donors (e.g. bilateral DPs to multilaterals). Most important, with the changing development landscape, the aid management and coordination function is yet to be a hub of knowledge products on aid and non-aid resources available to Tanzania.

The AMP remains an important tool as Tanzania transits from an ODA driven dialogue to a broader development financing platform. The tool is therefore compelled to respond to changes in aid environment without abandoning its traditional role of enhancing transparency and accountability of external funding. These changes includes, a shift from aid effectiveness to development effectiveness; the emergence of new global players like the BRICS (Brazil, Russia, India, China and South Africa), a rise in the importance of non-OECD donors including the private sector, civil society and philanthropic organisations; fading prominence of instruments such as the General Budget Support (GBS); advisory services and blending funds from multilaterals, vertical funds loans from Climate Change Adaptation (CCA), funding models that tie grant payments to achieved and verified results and finally the emerging export credit agencies. Some of these changes in are what Greenhill et al. (2013) and Severino and Ray (2009) describe as the 'age of choice' for development finance and a 'triple revolution' among actors, goals and tools. Between 2003 and 2012 the total external development finance to all developing countries more than doubled to US\$269 billion, with non-ODA flows accounting for US\$120 billion, or around 45 per cent (Overseas Development Institute, 2016). It is an evidence that, developing nations are tapping alternative development financing to advance their domestic development agenda. The UNDP guidance note on Making Management Information Systems Fit for a Changing External Development Finance Landscape, includes a specific country chapter for Tanzania. The note emphasizes the importance of consolidating information on relevant development finance flows and results; the need to determine which finance flows should be monitored and consolidated according to needs and trends, and for transparency and accountability; the need for improved institutional and legal frameworks;

While declined level of dialogue has affected Tanzania relationship with the North, the country is yet to maximise interactions with an expanding pool of south-south forums. Among the reasons is the absence of advance consensus building efforts between the Government and non-state actors on area to which Tanzania should aspire when attending forums such as China-Africa Cooperation, and India-Africa forum summits. It is worth noting that such dynamics in the development financing landscape have coincided with Tanzania's progression towards the middle-income country status, and its aspiration to reduce dependence on traditional aid. However, such aspiration cannot be attained in the absence of solid knowledge and awareness of different financing options and partners available to it. In other words, the absence of information and the gap on brokerage services necessary to tap foreign resources have constrained the ability of Tanzania to maximize access to these diverse development resources. Effective dialogue is an important aspect in this process. Even if the DP/Government dialogue was at the optimal level, the country's transition to middle income economy, and the changing aid landscape (as discussed above) are all by themselves calling for what Kaberuka, et al (2016) stated as *"the need for new and inclusive ideas on development and effective dialogue architecture based on a mature relationship consistent with Tanzania's desire to move away from traditional aid"*. In other words, the dialogue mechanism and processes need to fit for purpose.

I. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

This Project is based on a theory of change which argues that *"Strengthening the institutional capacities of the MoFP and development stakeholders in Tanzania Mainland and Zanzibar to implement, monitor, evaluate and reporting the national, regional, and global development strategies based on data and evidence will result into better integration and alignment of national and sub-national budgets and plans with the national, regional and global development strategies and increase resources being mobilized for the achievement of development results"*. The main objective of this capacity development intervention is to enhance knowledge, skills, capacity, and facilitate collaboration amongst government entities and with different stakeholders for the achievement of development goals that are owned by Tanzania as defined in the national, regional and global development agenda. Aligning to the global agenda, that is, Agenda 2030 and the respective SDGs means aligning to support the organisations and institutions that will make them happen. The ultimate goal is to improve people's lives, by increase human capabilities and reduce poverty. Capacity development will make it possible for decision makers to make informed choices and refine targeting, and feedback loop.

This theory of change is consistent with the one guiding the UNDP's Country Programme Document (CPD 2016-2021) that links capacities of institutions and development outcomes. Capacity development is an explicit and integral part of SDGs with their focus on implementation aspects. Even prior to the SDGs, the UN through its UN General Assembly Resolution A/RES/50/120 Article 22 declared capacity development as an integral path through which development occurs (and an essential part of operational activities of the UN system at the country level), and not only as a strategy for development. The 2014

Assessment of Development Results (ADR) confirmed that the focus of UNDP *"on building strong institutional capacity, pursued through its projects, was relevant to the successful implementation of national development frameworks."*

An 'integrated' approach to the diverse development agendas that brings together the three dimensions of sustainability is critical, the absence of which will be the existence of parallel and inefficiency systems. The current concern is that while the FYDP II is already in place, a coordinated structure for the SDGs is yet to be established one year after the official start date of the SDGs (the official start date for the SDGs was 1st January 2016). The National Bureau of Statistics has nevertheless put in place strong mechanisms for the SDG monitoring, including a multi-stakeholder steering committee, a draft roadmap and the development of an open data portal.

The FYDP II has however set the tone for a coordinated approach by stating that particular accent will be given *"to strategies for addressing core implementation challenges. The strategies are: mobilization of resources and their effective utilization, adequate organization and coordination for delivery, and strengthening monitoring and evaluation."*

This project, therefore, understands capacity development as the process through which individuals, groups, organisations, institutions and societies increase their abilities to 1) perform core functions, solve problems, define and achieve objectives; and 2) understand and deal with their development needs in a broad context and in a sustainable manner (UNDP, 1997, UNESCO, 2006). Thus, capacity development in this project suggests enhancing and strengthen existing capacities, not building them from the scratch as it has been the case with capacity building initiatives in the past. It understands development as an endogenous transformation process undertaken by Tanzania and other developing countries and supported (not steered) by external interventions (Kaplan, 2000; Kuhl, 2009). The development results for the Tanzania Mainland to which the theory refers to, are human development and economic transformation as defined in the FYDP II.

As per the FYDP II, human development is expected to be translated into improved access to social services, increase in incomes, employment, formality, and social security; whereas economic transformation will culminate into changing shares of sectorial GDP, employment, exports, sources of revenues, etc. The MKUZA III document defines the expected development results for Zanzibar as the achievement of social and economic prosperity to reach middle income status in 2020.

For a logical framework to work, the theory of change needs to be complemented by established theories underlying the causal chain (the links between the different levels). Theories on organizational learning (Common, 2004²; McNabb, 2007³; Gilson, Dunleavy and Tinkler, 2009⁴) points to the importance of state capacity to monitor development strategies that would allow measurement of agreed benchmarks and indicators to ensure that objectives and strategies are adjusted so that progress is realized and sustained. These theories directly link capacity to ability to monitor and ultimately to realization of development objectives. Such theoretical predictions are relevant for a developing country like Tanzania as evidenced by a strong statement from the Kaberuka's report that *"Tanzania needs to boost its institutional and technical capacities more than ever before, if it is to meet the ambitions of its 5-Year Development Plan and Vision 2025"* (Kaberuka et al, 2016, pp. 11). As such, an intervention to strengthen the capacity of the MoFP in both sides of the union to establish coordinated systems of monitoring, evaluating and reporting the medium-term development strategies, SDGs, and the regional development strategies of Africa 2063, EAC Development Vision 2020 and Istanbul Plan of Action 2011-2020 would raise the likelihood of national resources and ODA to be more effective, align with the national budget, and ultimately leading to the realisation of development objectives at the national level and those associated with the Local Economic Development (LED) outlined in the FYDP II. The FYDP II recognizes that *"effective development and poverty reduction need to be community driven as well as LGA supported"*. *Effective LED planning ensures that priority issues are addressed and limited resources are well targeted to promote local growth and poverty reduction*. Ultimately, the LED approach emphasizes opening up space for participation and engagement of a wider circle of stakeholders including private sector and businesses with a view of job creation and local economic development.

The LED approach is modelled to use the Opportunities and Obstacles to Development (O&OD) development approach currently being used by government and instill value addition. Some of the challenges encountered at local level can be addressed with better marketing of LGAs' investment opportunities to local and international businesses, and forge local multi-stakeholder alliance, which focuses on building institutions within LGAs and exploiting private sector resources that can foster and support policy reform for private sector development

Capacity to implement, monitor, evaluate and reporting development strategies cannot be isolated from data availability, particularly, in the presence of SDGs whose reporting necessitates relook at the existing national surveys (UN-Women, 2016). Support to data revolution through partnership with other DPs is

necessary to avoid, for instance, the experience of the previous medium-term development strategies which were characterized by missing baselines and monitoring values; including insufficient data coverage on the marginalized and excluded population such as women, children, youth and elderly. Data for the marginalized and excluded population are critical, simply because the global agenda 2030 intends to 'leave no one behind'. Intended support is not only on data for the marginalized population but also to ensure that they are included in the Project financed activities that are associated with the localization, planning, implementation and the monitoring of the SDGs, national and regional development strategies. Also, several development projects and programmes have result-based frameworks but the execution of such frameworks have been constrained by data limitations.

The Tanzania Sustainable Development Platform (a civil society platform) conducted a study and consultation on Leave No One Behind in the Tanzanian context. It involved representatives from the Government, UN system, civil society, representatives of the marginalized groups, and the general public.

The national survey and consultation sought to localize the concept of Leave No One Behind in the Tanzanian context by identifying the marginalized groups that are likely to be left behind in Tanzania, why and how they are likely to be left behind, where they are, and what is it that can be done to ensure that they are not left behind. It is crucial for the project to build up and enhance the initiatives emerging from non-state actors as well.

Tanzania Sustainable Development Platform in collaboration with CIVICUS Data Shift, and the National Bureau of Statistics are working on developing guidelines for civil society to facilitate the effective utilization of the 2015 Statistics Act by civil society organizations in Tanzania to complement on the existing data gaps, and to offer comments and inputs for improvement of the law and its regulations in efforts to facilitate more meaningful civil society engagement in data production and usage including citizen generated data.

The data challenge for Tanzania involves addressing supply side of data, demand side of data, technical capacity of data generators and users, and the enabling environment for data production and frequent and effectively use of data in policy making, and evidence based decision making.

Statistics remain the most important tool in economic planning and it is therefore plausible to make a normative theoretical prediction that, the success of development agendas depend on the availability of accurate statistical data, which are highly disaggregated by age, sex, location, income and other forms of marginalization. Such data are essential inputs and would assist the Government to make informed decisions, as well as enabling all stakeholders to track progress and understand trade-offs, and creates mutual accountability. The Project will therefore be attentive to statistical systems that are responsive to the data needs of the development strategies to enhance domestic accountability (medium term development strategies), regional accountability (EAC development vision 2050 and Istanbul plan of action 2011-2020), and accountability in the global partnership (SDGs implementation). An example, is the need to have a centralized data portal whose main value will be to present and update data on each of the monitoring indicators outlined in the national, regional and global development strategies. The NBS has made some progress and addressed the issue of data gaps with analysis on data mapping and the open data portal.

The ongoing UNDP exercise to map the data ecosystem is a starting point that would identify areas for supporting Tanzania's capacity to report on its development agendas. Other studies have already identified some of the data gaps, for SDGs reporting. Reference is made to REPOA (2015) which has identified gaps in reporting SDG indicators associated with environment and governance; and, UN-Women (2016a; 2016b; 2016c) which have highlighted gaps in reporting sex disaggregated data for monitoring indicators associated with SDGs, FYDP II and MKUZA III.

Tanzania Sustainable Development Platform also conducted a mapping of civil society organizations in Tanzania and their role in implementation, and follow up and review (including using data generated by citizens and civil society organizations) of national, regional, and global development strategies.

The RGOZ has commissioned an assessment of the availability of baseline information to address data gaps. The study shows that there are 34 indicators that can be monitored in Zanzibar and there is a gap of 156 indicators that need to be worked upon for Zanzibar to be in line with the SDGs indicators.

Further, the assessment recommends the improvement of routine data collection system, mainstreaming of SDGs indicators in the existing national survey, conducting new surveys where the existing ones cannot capture the SDGs indicators properly, building capacity on data management, coordinating and making partnership in data collection and strengthen basic statistical production.

Moreover, the use of digital data systems is accelerating globally and opportunities posed by such systems (e.g. early warning for anomalies and real time feedback on development efforts) are too big to be ignored. The project will use the MAPS tool as a guide on how the UN/UNDP will support countries to implement the SDGs. MAPS involves mainstreaming, acceleration and policy support to government programmes development and implementation.

It is evident that, the complex development challenges and the emerging discourse on knowledge societies facilitated by the rapid and wide diffusion of information and communication technologies has brought the importance of knowledge for development to the front (Vallejo and Wehn, 2016).

The PER process which used to be an important tool for the alignment of the fiscal policy to development agendas has of recent years slowed down in the wake of weakened dialogue between DPs and the Government. It is of recent, that the Government has stated its keen interest for the PER process to be the main platform for dialogue. Despite the declining role of the PER processes, it is worth acknowledging that some interesting developments such as poverty mapping (United Republic of Tanzania 2005, 2016) are increasingly influencing public debate on regional disparities, policy implementation and resource allocations. These recent developments evidence the important role of knowledge products in steering debates and the potential for knowledge instruments (generated in close association with the public sector) to drive policy analysis and adjustments. Further progress is possible as far as challenges that are associated with limited incentives and capacity to systematically collect, analyse and report on data (EcomResearch, 2014; Revolutionary Government of Zanzibar, 2016) are addressed. The demand for new forms of data comes at the time where Tanzania has yet to fully harness the ever-growing role of digital data system and geospatial data infrastructures in development processes. Whereas the need for new data is one aspect of the challenge, the uncoordinated interventions in the data system and unclear role of the complementary data outside the NBS system is another aspect. The Tanzania Statistical Master Plan 2009/10 - 2013/14 (TSMP) which enhanced coordinated donor support to the statistical system has expired and the country is falling back to uncoordinated donor interventions in the data ecosystem.

The Project strategic support to data systems will also consider statistical data as important ingredients in knowledge generation which in turn contributes to the effectiveness of organizational arrangements in achieving development objectives (World Bank Institute, 2010²). Several areas are good candidates for knowledge creation, for example, the PER studies, research products around thematic areas underpinning the implementation and monitoring of the FYDP II, SDGs and MKUZA III, mapping of spatial destination of aid resources (e.g. aid money from philanthropic organisations), aspects related to inclusive and sustainable growth, constraints to LED, and identification of new sources of development financing. The Project can also play a brokerage role on the latter, as it is an area with direct implications on the extent to which the country will narrow the gap between available resources and the resources needed to achieve its development objectives. The overall strategic approach is to reinforce institutional capacities by generating data and evidence through studies, innovations to inform institutional designing, planning, implementation and impact monitoring and evaluation.

The Project will support other institutions that can complement the activities of the MoFP, particularly to foster independent analytical work and monitoring in support of the Ministry's work. In this area, the pool of policy and research institutes and civil society organizations and platforms such as the Department of Economics (University of Dar es Salaam), REPOA and ESRF, peer learning through south-south and triangular cooperation initiatives, and Tanzania Sustainable Development Platform (a civil society platform) have important roles to play in knowledge creation beyond what these institutions have been doing in the past few years. The THDR process, for instance, which could be an invaluable tool for tracking FYDP II's part on human development will be made more aligned to the users of the report, that is, the Government. UNDP's comparative strengths in its ability to forge relationships with technical partners and external networks and leveraging partnerships and networks is invaluable in this area. UNDP will use its long standing relations with the Government, build the CD framework on a human development value base and draw on knowledge, examples and experiences globally.

The mode of engagement with think tanks, civil society organizations, academia, and private sector will be based on a mutual agreement with UNDP and take the form of a Memorandum of Understanding with respective entities.

Given the uncertainty of funding, it may not be possible to provide predictable funding, rather decide on a yearly basis, thematic areas for research with corresponding (and available) amounts. The topics for research will be aligned with the project document outputs and seek to enhance knowledge, and provide useful data and information for decision makers.

This side of the Project is in line with NEPAD's capacity development strategic framework for Africa that advocates for developing and usage of knowledge-based and innovation-driven policy and decision-making processes for effective development and learning.

In the era of constrained budgets in many donor countries and increasing needs for justifying aid expenditures, the Project is well positioned to support Tanzania in tapping development resources through offering a brokerage service. Such role is in line with UNDP commitment to support partner countries in enhancing the effectiveness of aid and consistent with the UN resolution 62/208 which calls on UN organisations to further strengthen the capacity of developing countries to make better use of the various aid modalities. UNDP is also well positioned to enhance the understanding of the changing development finance landscape and strengthen capacities of the GoT to map, assess trade-offs and facilitate the leveraging of additional resources. At global level, the UNDP with its development mandate, has a key role to play in the implementation of the outcome document of the financing for development agenda as well as the implementation of the outcomes of the Global Partnership Agreement for Effective Development Cooperation.

The second High-Level Meeting (HLM2) of the Global Partnership for Effective Development Cooperation (GPEDC) concluded in December 2016 came at a critical juncture: a moment in which to review the evidence and lessons learned from a decade's attempts to implement the aid and development effectiveness agendas, and to look ahead to the role of effectiveness in the new era of sustainable development anchored in Agenda 2030.

The GPEDC opens new opportunities such as the 'leave no-one behind' commitment for newer providers or long-standing donors (such as). Second the inclusiveness of the platform which provides an opportunity to foster higher-quality dialogue between different kinds of stakeholders.

The GPEDC monitoring results and outcome of the Nairobi HLM2 offers an opportunity to review a number of critical issues: the use of country systems with signs of budget support's volume reducing, a strategic dialogue around the country's results framework and use of data generated by NBS and other institutions

UNDP is already supporting a number of countries to implement Development Finance Assessments (DFAs) across regions. The DFA provides governments and development stakeholders with data and analysis on the quality of their national development strategies/plans and country results frameworks, changing trends in development finance and their alignment with national priorities and results. It also helps formulate recommendations for how institutions and systems might be adjusted to ensure that different sources of development finance are managed within a coherent framework, which better supports the implementation of the SDGs. The DFA is a cross-disciplinary endeavour involving experts with a strong focus on development finance, the development effectiveness agenda, the 2030 Agenda and South-South cooperation.

As such, the role of the MoFP's aid coordination unit could be advanced from only reporting on ODA flows to monitoring all development finance inflows, linking those flows with specific development results, and knowledge creation in areas such as outcome monitoring of development assistances and analysis on viable opportunities to access diverse development financing tools. The project may support relevant training to mobilize innovative financing from private sector, philanthropy, sovereign wealth funds.

The aid-investment-growth theories still offers a strong case for tapping aid resources. In the long-term, aid has positive economic effects through spurring physical investment (e.g. road infrastructure), raising the capital stock per capita which in turn promotes growth (Burnside and Dollar, 2000; Galiani et al, 2014⁶; Dalgaard, Hansen and Tarp, 2004⁷). As such, strengthened capacity to mobilize development resources (see the Addis Ababa Agenda for Action (AAAA⁸)) would result into different sources of financing that would complement and reinforce each other, which in turn should promote economic growth - a necessary condition for poverty reduction (Dollar and Kraay, 2000). As aid contributes to growth only where economic policies are favourable (Burnside and Dollar, 2000; Collier and Dollar, 2002⁹) the need for support to policy analysis cannot be overemphasised. To achieve these, the Project will capitalize on the UNDP comparative advantage as a trusted convenor to continue focusing on its support through technical assistance, and upstream gender and environment sensitive policy support. This will be done in synergy with the advocacy work on the SDGs, which will be guided by the eight implementation guidance areas outlined by UNDG (2015¹⁰).

It is however worth noting that, to sustain aid flows there is a need to enhance trust between DPs and the Government, an opportunity that is presented by the development dialogue facilitation exercise led by Dr. Kaberuka. The assumption is that, well supported outcomes of the Kaberuka's process will lead into improved trust between DPs and the Government, which in turn would increase availability of development resources and ultimately economic development. Given the UNDP's comparative advantage in facilitation and convening different Government entities on the same table, the Project is better positioned to support structures that will emerge out of the Kaberuka's process including bringing on-board gender dimensions in any of the dialogue platforms to be introduced. Even in the absence of the mistrust between the Government and DPs, the state of the development cooperation was in dire need of soul searching in the wake of fast changing global conditions (diverse funding opportunities, declining

ODA) and domestic environment (economic growth, increased domestic resources and progress towards middle-income status). Given its strong belief that alignment of aid flows with national development strategies remains as one of the key indicators of development effectiveness, UNDP has been hosting a DPG secretariat since 2004. The platform has continued to play an effective role as the interlocutor between the Government and DPs on aid effectiveness and alignment issues and has contributed to the reduction of transaction costs on both sides of the Government and DPs which in turn must have contributed to some degree of aid effectiveness (see Killen, 2011¹¹, for a simple description of the theory of aid effectiveness).

The support to the DPG framework will therefore endure its focus on strengthening the alignment of DPs' support towards meeting the targets set in the national, regional and global development agenda. Building on success and lessons learned from the previous phases, special emphasis will be put on improving the DPG-Government dialogue and coordination as well as increasing outreach to non-DP non-government actors (media, CSOs, etc.). This envisaged continued support to the DPG is in line with the DPs commitments made in the second High-Level Meeting of the Global Partnership for Effective Development Cooperation (November 2016), that states "*accelerate progress in aligning bilateral development cooperation with the inclusive national development strategies and planning processes of partner countries receiving support*". UNDP's mandate to lead donor coordination (even within the framework of the Resident Coordinator system), its 'privileged' access to policymakers and its deep expertise in development will be invaluable in terms of making the Project as a key partner in the development process of Tanzania in the next five years. However, aid coordination efforts alone will not achieve significant improvements in development results (development effectiveness) unless a bigger picture of development financing. As discussed in the preceding paragraphs, is part of the process.

The Project's framework (Figure 2) presents a flow of how sustainable human development, social prosperity and middle income status - the impact level - are affected by changes in institutional performance, economic transformation - the outcome level - which in turn are affected by the products and services produced from programming actions - the output level. Financial resources, materials, trainers and technical assistance, facilities and competences are the inputs that are needed to generate the outputs. The Project will adopt the following elements of good practices under a human rights-based approach 1) recognise people as key actors in their own development, rather than passive recipients of commodities and services 2) strategies are empowering, not disempowering and aim at reducing disparities and empowering those left behind 3) people's participation is both a means and a goal, and the development process is locally owned 4) strategic partnerships are developed and sustained. Moreover, a human rights perspective to this Project would broaden the traditional top down and technical approach to monitoring, mostly confined to financial information to be made available by Tanzania to DPs to fulfil their accountability commitment. From a human rights perspective, making accurate information available to individuals is key for supporting them to claim their rights and to hold Government to account. Transparency and the right to information will be considered as making the Project consistent with key elements of a human rights based approach to project implementation.

Current debates on how to better address the complexity of development has challenged development practitioners to re-think the way organizations and agencies do development. The Doing Development Differently principles and manifesto (2014) sought to capture a set of ideas about what successful development could look like. It argues that the focus should be on solving local problems that are debated, defined and refined by local people in an ongoing process. The manifesto also makes the case for work to be undertaken through local conveners who mobilize all those with a stake in progress (in both formal and informal coalitions and teams) to tackle common problems and introduce relevant change. Finally, one more element is relevant to the program: they foster real results - real solutions to real problems that have real impact: they build trust, empower people and promote sustainability.

Greater capacity for policy analysis, knowledge creation, management and usage is therefore critical especially in the wake of rapid changing conditions in the Tanzanian society (demographic changes, social attitudes, political dynamics, economic transformation, natural resource management etc.) and in the world economy (globalization, aid and development finance patterns etc.).

Figure 2: Theory of change

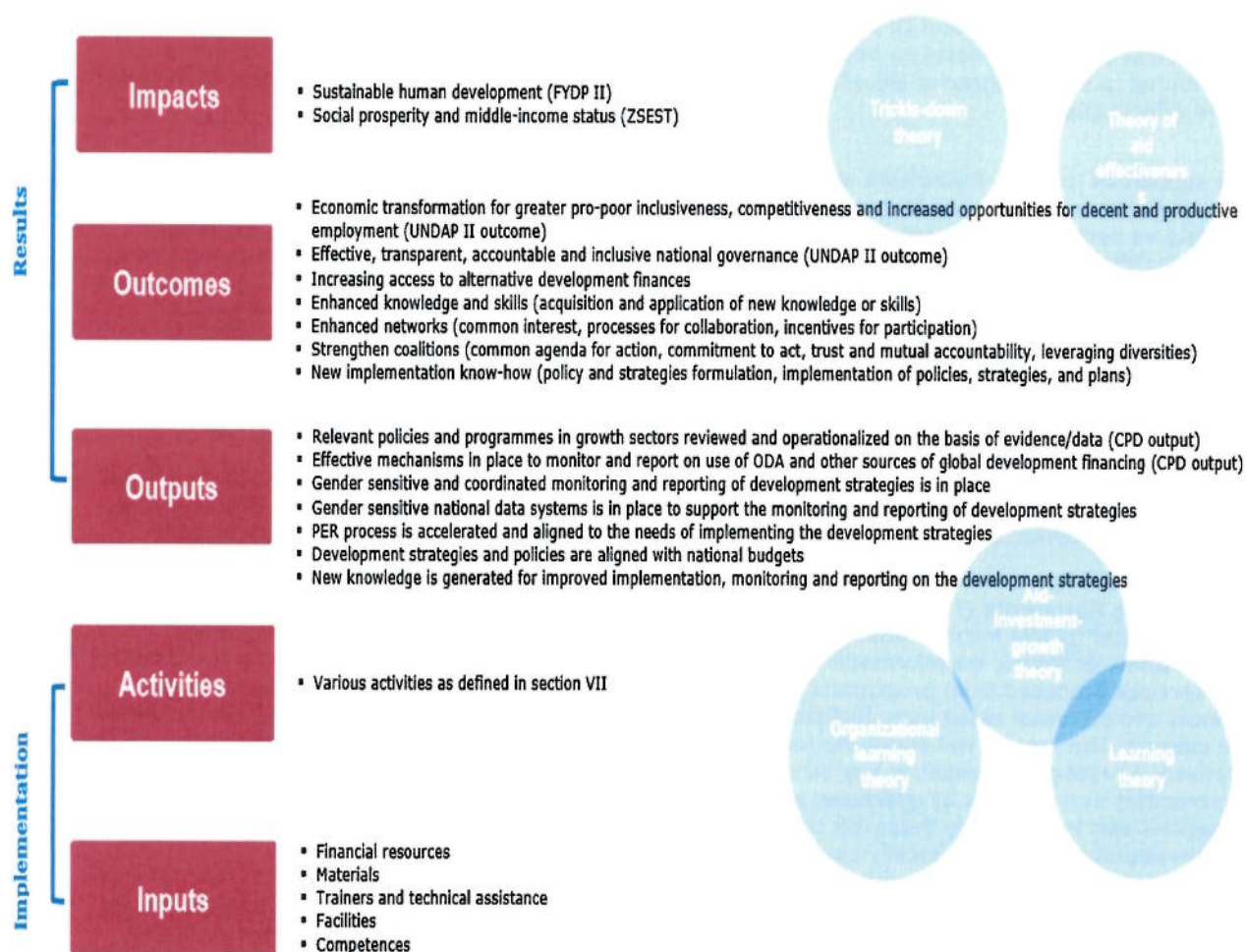
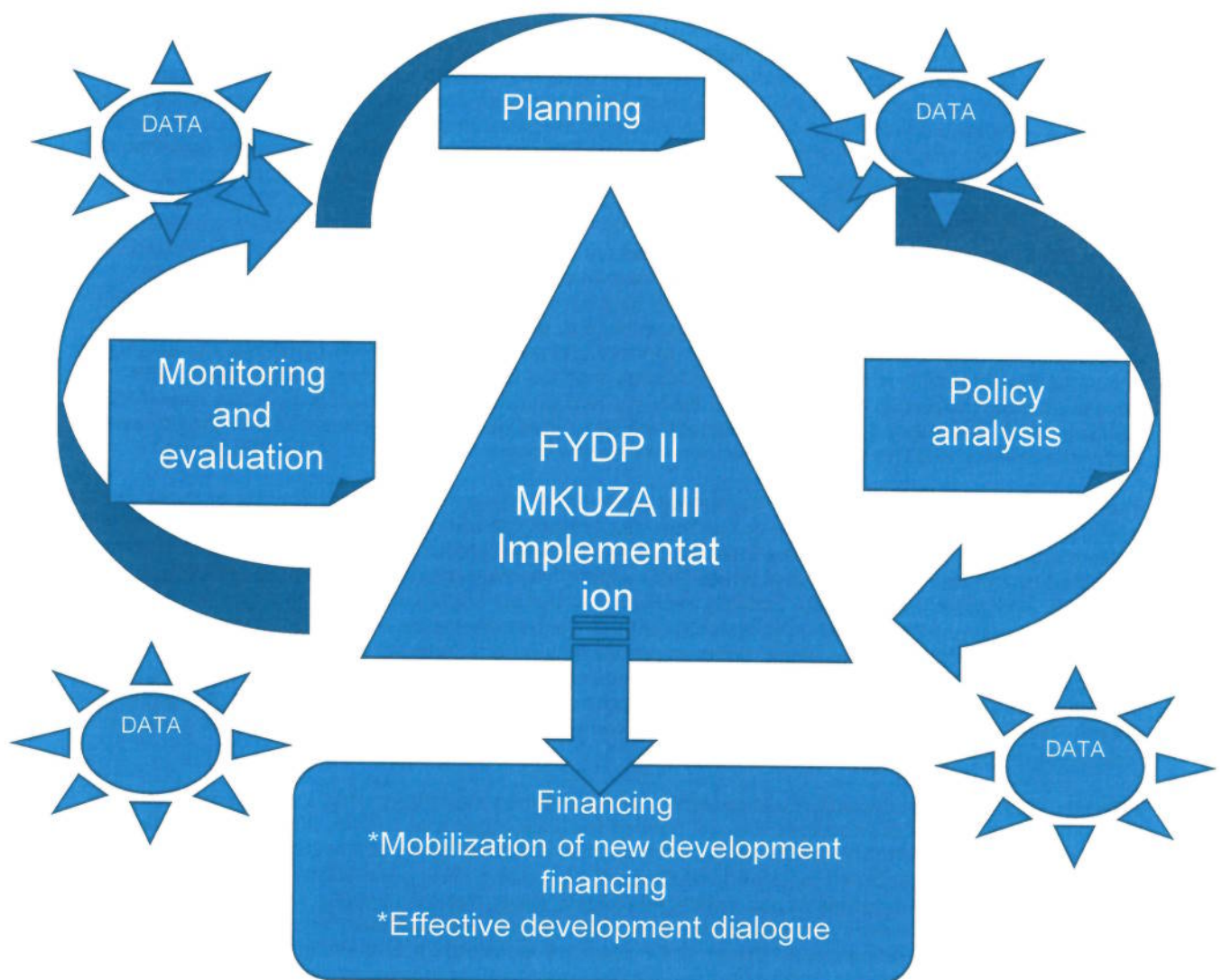


Figure 3: Integrating Planning, data, monitoring and financing



Capacity development is quite different from other types of development initiatives as it is not a one-off intervention but an iterative process of design-application-learning-adjustment (UNDP, 2008). The Project will therefore build on the success of previous initiatives, as it is less threatening for project beneficiaries to start from existing strengths (what has been built in the past) rather than weaknesses. It is all about recognising the existing capacities and how to use them as the basis for moving forward. For instance, the intended support to PER needs to be guided by the objective that the respective PER studies should aim at strengthening the existing PFM system to deliver on the development agendas including enhancing gender responsive budgeting and livelihoods and social support to the marginalised population. Working directly with the MoFP in Tanzania Mainland and Zanzibar has proven successful by strengthening, for instance, periodic and end-line monitoring reporting of the predecessor development strategies, strengthened national ownership and government leadership of the development agendas, as well as increasing the absorption of knowledge (UNDP, 2015). A typical example for the latter, is the influence of the PER tax exemptions study had on VAT reforms and the poverty mapping studies (REPOA, 2005; 2016) which have and will continue to be one of the credible source of data on marginalised geographical locations. It is therefore expected that analytical work to be generated from the PER process will continue to inform policy making by simultaneously strengthen fiscal sustainability prospects, paying more attention to gender aspects (e.g. public spending on gender equality and empowerment) improve the quality of public services and address a number of constraints to social and economic development. It is of common knowledge that the current Government is instituting firm control on public expenditure and revenue systems, and therefore, a continued supporting role of PER will be critical. The support to the PER process will be guided by the recommendations of the ongoing Kaberuka process and the subsequent discussions on the form and substance of the PER forum.

The UNDP' comparative strengths in facilitating policy-level discussions across a number of these areas is invaluable in this aspect. In addition to the PER, the Project will also build on the advances that the AMP system has made, by addressing the institutional and technical challenges currently facing AMP as identified by the recent 2016 EU and World Bank report. The report calls for system modifications to make the AMP more user friendly, building capacities of the aid coordination unit to manage processes around AMP, especially tailored trainings that address the unique nature of the aid data management challenges in both sides of the union. Other expected innovations from aid coordination include: better reporting including a short pager/newsletter, and adding a gender component. There is also a possibility of accelerating data entry for focal points with an offline application and the introduction of a public portal. The Project will also invest in establishing compatibility between IFMS and AMP and possible rolling out of the system to MDAs in Zanzibar.

Effective support to the capacity development process requires identifying what key capacities already exist and what additional capacities may be needed to reach objectives (UNDP, 2008). While this document (through literature review and interviews) has identified some of the capacity gaps, it is necessary a needs assessment is carried out that will generate a clear understanding and classify specific activities that would strengthened and optimizes existing capacities. As capacity development is concerned with competences and capabilities of individuals and organisations through a number of interventions (training being one of them), the Project will be cautious by investing in training methods that have scientifically proven to be effective. Training components incapacity development projects have been subjected to considerable criticism. For example, the new knowledge and skills transferred to recipients through (short-term) training has been short of expected impact because of the large gap between learning efforts and the degree to which training content are applied to practice (Aguinis and Kraiger, 2009; Grossman and Salas, 2011; USAID, 2010¹²). Following the established learning theories, most of the adult learning occurs at workplace, and taking place through actions (learning by doing or on-job learning) (see for instance, Eichinger and Lombardo, 1996; Jennings and Wargnier, 2015). Established learning theories point to coaching and mentoring, on-job training, experiential learning, exposure to good practices as more effective than the traditional seminar classroom types of training methodologies.

Why is this intervention different from previous Capacity Development initiatives?

It builds on ongoing GoT led initiative and the FYDP II which aims at “building a system that is robust, comprehensive, fully integrated, multi-stakeholder, people-centred, harmonized and well-coordinated to monitor the implementation of national development initiatives as well as evaluating their outcomes and impacts. Equally important, it intends to strengthen implementation, monitoring and evaluation (including impact assessment) and reporting during implementation of FYDP-II”.

It puts data availability at the center of analysis and reporting (with innovation features) with a view to offer reliable data to monitor progress against the Agenda 2030 indicators

It aims at forging stronger partnerships with national think tanks, Civil Society Organizations, Academia, Private Sector, and the National Bureau of Statistics, thereby reinforcing ownership and building capacity locally

It considers south-south cooperation as a possible peer learning solid platform by identifying countries in the region and beyond that are facing similar challenges associated with the graduation to a MIC.

II. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

The Project's result framework begins with the end in mind – national development goals (sustainable human development (FYDP II) and social prosperity and middle-income status (MKUZA III)) – and focuses on two levels of results that contribute to the achievement of such: outcomes, as reflected by the change in the targeted institutions' ability to perform efficiently and effectively; and outputs or the products produced from investment in key capacity development response areas. At the outcome level, the expected results are:

- Economic transformation for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment (UNDAP II outcome)
- Effective, transparent, accountable and inclusive national governance (UNDAP II outcome)
- Increasing access to alternative development finances
- Enhanced knowledge and skills (acquisition and application of new knowledge or skills)
- New implementation know-how (policy and strategies formulation, implementation of policies, strategies, and plans)
- Enhanced networks (common interest, processes for collaboration, incentives for participation)
- Strengthened coalitions (common agenda for action, commitment to act, trust and mutual accountability, leveraging diversities)

The Project's results at the output level include the 2 CPD's outputs as well as outputs that are project specific and reinforcing the 2 CPD outputs. Specific outputs are:

- Coordinated and gender sensitive monitoring and reporting frameworks of development strategies are in place
- Gender sensitive national data systems is in place to support the monitoring and reporting of development strategies
- Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data (CPD output)

- New knowledge is generated to improve implementation, monitoring and reporting on the development strategies
- Effective mechanisms in place to enhance aid coordination, monitor and report on use of ODA and other sources of global development financing (CPD output)
- Coordinated multi-stakeholder mechanism for implementation and monitoring an evaluation of national, regional, and global development strategies by brings government actors and non-government actors together.

The Project has adopted an integrated approach and is composed of 3 capacity development components:

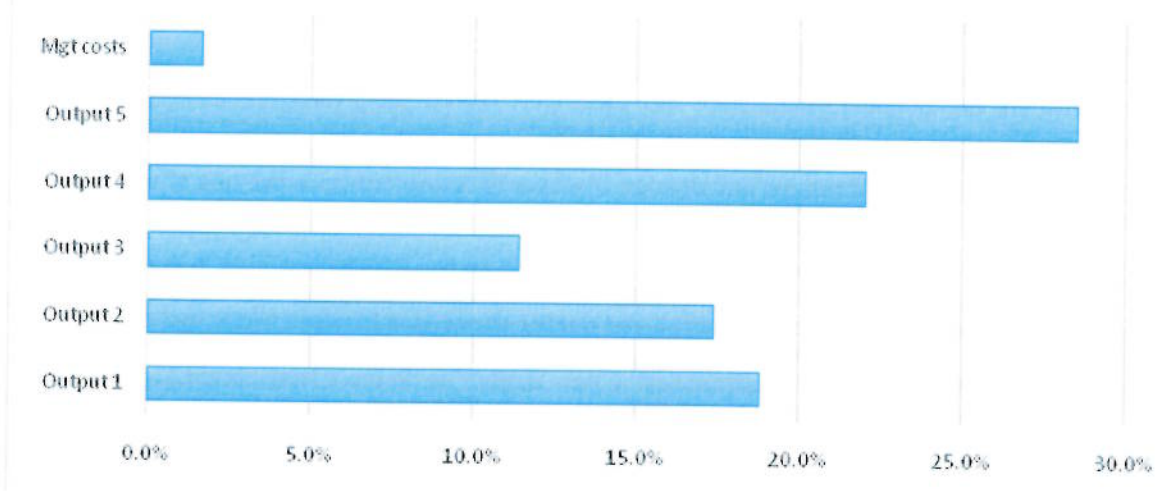
1. Policy formulation and analysis, and monitoring, evaluating and reporting on SDGs, and the national and regional development agenda
2. Data systems including reporting and use
3. Development effectiveness through aid coordination and mobilisation of new development finance

The 3 Project's components are well interlinked and reinforce each other. For instance, the support to the data system (component 2) which is very important in the wake of SDGs calling for new forms of data, will focus on data systems that would enhance the implementation, monitoring and reporting of the national, regional and global development agendas (component 1). Moreover, given the scale of the SDGs and the national development strategies, new development finances are needed (component 3) to support the implementation and monitoring of such development strategies (component 1). The MoFP of the United Republic of Tanzania and that of Zanzibar will be the main beneficiaries given their overall mandates in several areas to which the Project intends to intervene. The focus on the MoFP fulfils the relevance criteria as it is in line with the one of the expected UNDP's CPD's output which states that *'selected ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plans'*.

Resources Required to Achieve the Expected Results

The total cost of the Project is estimated at US\$ 5.15 million equivalent to TShs 11.3 billion. Project resources amounting to US\$ 1.14million (per cent) are planned for expenditures under the Project's output 4 'New knowledge is generated to improve implementation, monitoring and reporting on the development strategies'. The output 5 'Effective mechanisms in place to enhance aid coordination, monitor and report on use of ODA and other sources of global development financing (CPD output)' will cost US\$ 1.47 million (per cent). The Project's output 2 'Gender sensitive national data systems is in place to support the monitoring and reporting of development strategies' has a budget line of US\$ 899.000 (per cent). Figure 3 displays the percentage distribution across the Project outputs. The costing exercise was carried out at the activity level based on benchmarks from activities that carried out in the previous interventions. Project management costs have been calculated separate but included in the final costs of the entire Project.

Figure 3: Distribution of budgets across Project's outputs



Partnerships

The Agenda 2030 has explicitly called for an effective and coherent implementation support for SDGs from all actors. Leveraging partnerships will therefore be an important aspect in strengthening this Project. The purpose is to reach out to partners for resource mobilization and collaboration, as a broad range of DPs have interests to be part of activities to which this Project intends to support. Primary partners will be the Government, DPs, policy and research institutes, and civil society organizations. Partnerships could be based on specific division of labor as well as joint efforts among the UN agencies and between UNDP and other non-UN DPs. The importance of partnership is consistent with thematic focus areas 1 (analysis and advocacy) of the UNDP strategic plan 2014-2017 which foresees UNDP engaging in partnership with other DPs, for instance on the post-2015 agenda and sustainable development goals (SDGs). In other words, this Project will signal UNDP acknowledgement of collective role of the UN system and other DPs in supporting Tanzania to implement the global, regional and national development agenda. Continued Government complementary investment in the identified Project activities will be necessary to the realization of the objectives stated in the theory of change.

DPs are engaged in various areas associated to this Project whose results will contribute to the outcomes and complements efforts from this Project. A basket fund composing of Denmark Sweden supports the PER process while a similar funding arrangement exists for the DPG-PFM (where UNDP finances the position of a coordinator). UNDP is an active member of the PER champion group, with the World Bank involved in supporting the PER secretariat with two personnel. The PER component of this Project will complement the PER basket by facilitating the conceptualization of studies prior to their financing from basket resources. Other complementary efforts are from the USAID which is actively engaged in expenditure planning and monitoring at the local level with emphasis on the health sector and also contributes to the costs of running the DPG secretariat, USAID is also supporting NBS efforts in data collection for DHS and the agriculture sector data. JICA has presented ideas to the MoFP in the Mainland on possible technical assistance on public investment management (feasibility studies, financing modelling and project appraisals). JICA is also interested to offer support to expenditure reviews for the large public spending sectors of energy, education, transport, agriculture and health). Possible other areas of support from JICA include cash management and forecast systems to MDAs.

Each component of the theory of change has a knowledge creation opportunity and the intention of the Project to expand the pool of research and policy institutes will bring in diversity in expertise and knowledge needed to realize the theory of change. The Project will therefore build on the ongoing partnership between MoFP and the University of Dar es Salaam on PER activities by facilitating increasing knowledge production to meet the knowledge needs of the national, regional and the global development strategies. The Project will also extend its partnership with ESRF by increasing the engagement of the public sector in the THDR process. This partnership strategy is in line with the mainstay of the capacity development initiatives where the interventions are not something a donor does for the recipient, but rather a process undertaken jointly with the recipient, in knowledge-based collaborative partnership (Ohlbaum, 2015a, 2015b; Santos, 2015). Policy and research institutes will also have a role to play in enhancing skills through staff placement and secondments from public entities (e.g. planning commissions) to the institutes.

The Project is likely to forge extensive partnerships with the expanding pool of traditional and non-traditional DPs. This is true in areas around the monitoring of the medium-term development strategies and SDGs. The latter is increasingly drawing significant interest from various traditional and non-traditional donors. An example is the upcoming 5-year project by the Uongozi Institute to be housed under Goal 17 and consisting of similar targets to some of the activities identified in this Projects (e.g. enhancing SSC/TrC, mobilizing development finances for Tanzania. Support to the data system will also involve interactions and possible partnerships with other DPs. The on-going collaboration between Canada, World Bank and DFID in supporting the data system in Tanzania offers a good starting point. The aid coordination unit is also drawing interest from other DPs, in particular the EU and World Bank whom this Project will seek partnership and division of labour to further advance the role of aid coordination and management.

At the DPG level, the Project will enhance support to and build on the DPG experiences in engaging new donors into the established coordination frameworks. These efforts will be in line with the UNDP's strategy 2014-17 which calls for improved scope and quality of dialogue between UNDP and the emerging partners. It could also involve examining whether traditional DP modalities can be adjusted to accommodate newcomers in addition to encouraging new 'donors' to be more transparent about their various development activities as a way of optimizing synergies and avoid duplication. This approach is in line with observations made in the Kaberuka's report and offer an opportunity for scaling up partnership with new and the existing DPs. Donor coordination is, however, not a sole responsibility of the Project but largely depends on motivation and interests of other DPs. In any partnership UNDP shall clarify the role, values and principles underpinning its work to avoid overlapping and confusion with other agencies.

The project, given its wide outreach on policy, data, monitoring and evaluation will enhance cross practice collaboration with the other pillars of UNDP Tanzania: synergies can be built with the poverty and environment initiative under the inclusive growth pillar, particularly as it relates to the monitoring and budgets towards the achievement of the SDGs and national development objectives, the joint UN program on mainstreaming the SDGs under the Governance UN TRG.

Risks and Assumptions

Delays in expediting the restructuring of dialogue processes based on the Kaberuka's process. This could negatively affect the aid coordination and PER parts of the Project in terms of timely implementation of envisaged activities. This risk will be mitigated by continued UNDP interactions with key counterparts in the Government and DPs.

Reduced DPs engagement in key Project areas. An associated risk is the reduced DPG engagement in aid coordination and harmonisation and lack of interest from non-traditional donors to take part in the existing harmonisation and alignment platforms. This will be mitigated by continued engagement of UNDP in dialogue and facilitation of problem solving activities based on the past lessons in Tanzania and from other southern states.

Weak institutional capacity to execute Project's activities. Direct implementation by UNDP is one of the mitigating approaches. UNDP, in partnership with other DPs with initiatives in the same areas to which UNDP is engaged will also identify and support complementary capacity building initiatives that are necessary to the success of the Project.

Effective and efficient coordination and linkage between upstream and downstream may be impacted upon by weak leadership in collaborating institutions. Some strategic actions around advocacy, learning and training to enhance capacity of institutions and individuals can mitigate this risk.

Global and national economic and financial crisis may negatively impact on project funding particularly by affecting resource mobilization from Government, donors and private sector. The assumption is that the MoFP will broaden development financing partnerships and high on the political agenda is the Government intention to normalise relations.

Over the 5 years of implementing the project, the government is likely to change its annual priorities. The management of this risk will require the Project to be flexible and remains aligned to national priorities.

Risk management is dynamic with new risks emerging and identified risks evolving overtime (by either becoming acute or easy to manage). It is even more the case with capacity development which is a long-term process tied to political agenda, without a predictable, linear path.¹³ With significant experience in donor coordination, and by commanding high level of trust from the Government, UNDP will continue to closely liaise with the Government and other partners to monitor possible risks in the horizon and identify necessary mitigation strategies.

Stakeholder Engagement

Key stakeholders for this Project are the Governments of the United Republic of Tanzania and that of Zanzibar. Specific stakeholders under each Project's components are 1) Policy analysis, formulation and monitoring and reporting of SDGs, and national and regional development agenda (MoFP in Tanzania Mainland and Zanzibar; policy and research institutes; academia; and civil society) 2) Data systems including reporting and use (MoFP in Tanzania Mainland and Zanzibar, NBS and OCGS, policy and research institutes, civil society, and private sector) 3) Development effectiveness through aid coordination and mobilisation of new development finances (MoFP in Tanzania Mainland and Zanzibar, DPG members and DPs members of the DPG-PFM; policy and research institutes; and civil society). National systems such as national data from NBS and OCGS as well as administrative data from the MoFP will be used in the monitoring and evaluation of this Project. As can be seen from section V of this document (Result Framework), most of sources for the Project's monitoring data are Government entities.

To ensure that Project's stakeholders are engaged throughout, the following strategies will be applied. The project will ensure that both women and men are engaged in the planning, implementation and monitoring of project activities (i.e gender parity in the project board, and data collection from both women and men beneficiaries). First, is by using extensive knowledge, experience, networks and competences that UNDP has built over the years in implementing this kind of project. Second, is by active engagement and participation in all project related activities which will demonstrate UNDP commitment to the course. Third, UNDP participation in the PER champion group sends a strong signal of its commitment to the development effectiveness agenda in Tanzania. Forth, is engaging in formal and informal consultations will enable early identification of emerging challenges before they have serious consequences to Project's activities. Fifth, the Project will incorporate beneficiary feedback more systematically into its monitoring and evaluation efforts. Sixth, stakeholders will be consulted in the context of the monitoring role of the Board and the steering committee. The monitoring role of the Board and the steering committee will complement regular monitoring activities of the Project that are outlined under section VI. UNDP's long-standing relationship with the Government and as the Government's most trusted partner has given UNDP the ability to influence Government policies without much conflict, including those related to advancement of global agenda (e.g. the MDGs). Such comparative strength will be an asset in guaranteeing that stakeholders are actively engaged throughout.

South-South and Triangular Cooperation (SSC/TrC)

With the rise of China, India, Brazil, Arab aid agencies and several other developing countries, SSC has been given more impetus, allowing for more substantial collaboration among Southern states than the rhetoric of previous times. SSC is an increasingly important element of development cooperation as a complement, not a substitute to the north-south cooperation. Based on their shared experiences and objectives it is increasing contributing to poverty eradication and sustainable development and can be used as a source of lessons and best practices. Following the provisions of the Nairobi outcome document of the High-level United Nations Conference on SSC, and given the UNDP's mandate on promoting SSC/TrC (as specified in the UNDP's strategic plan 2014-2017), this Project intends to support Tanzania to step up its development effectiveness through SSC/TrC. Three pathways for the Project to support SSC/TrC are: 1) knowledge broker (advocacy, linking to SDGs, engagement) 2) facilitator of exchange (between stakeholders, across thematic areas) 3) technical support (capacities, modalities, incentives, analysis). The latter can include means to enhance SSC/TrC enabling environment and the development of SSC/TrC frameworks, policies and guidelines, and incentives-based models.

SSC interactions are therefore expected to build skills and knowledge at both the individual and organizational levels in areas such as implementation and monitoring of the development agendas (e.g. mainstreaming SSC in national development strategies), policy reforms, integration of budget systems in aid management platform, trade and aid linkages between southern states and learning how other countries are dealing with the evolving field of development financing. Skills development through SSC/TrC landscape can involve different modalities such as workshops, trainings, secondments of civil servants, study tours, technology need assessments and action plans. While this list is preliminary, it is by principle that areas to gain from SSC/TrC need to be driven by the Government. The Project could also make a significant contribution to understanding SSC/TrC by putting mechanisms in place to track

the extent and impact of SSC/TrC, as well as on making new southern donors more transparent in their funding modalities as well as regarding outcomes. The Project is also better positioned to support Tanzanian stakeholders (Government, private sector and CSOs) to generate a common stand before they engage in strategic negotiations with fellow southern states through platforms such as forums on China-Africa Cooperation, and India-Africa forum summits etc. The process of selecting countries to offer lessons will be made carefully to ensure effective use of this mechanism. One of the possibilities is to focus on countries in transition to middle income countries as well as engaging and learning from countries that have "graduated" and managing a mixed portfolio of less ODA and more non-ODA resources.

Knowledge

The Project's component of aid coordination will continue to strengthen the AMP database (a web-based ODA reporting platform). The platform will continue with its core function of capturing aid flows, disbursements and projections, and will be enhanced with new functions such as compatibility of the platform with IFMS as well as addressing weaknesses that were identified by the 2016 EU and World Bank report. The timeliness of the annual AMP publication will also be addressed. The PER process which is an entry point for DPs and CSOs into the national budget process will produce studies to meet the overall objective of the PER forum, that is, to improve fiscal policy formulation and management. Knowledge creation is a cross cutting element in this Project, and as such a number of knowledge products will be generated from the rest of the remaining Project's components. Reference is made to analytical works in areas such as alternative development finances, and research reports on thematic areas relevant to the implementation and monitoring of the medium-term development strategies. The THDR will continue to receive support, and will be facilitated to be more aligned to the reporting needs of the SDGs, FYDP II, Agenda 2063 and the Istanbul plan of action 2020. The Project will also facilitate the release of the implementation, monitoring and evaluation reports of the development agendas. Potential new dialogue framework that would emerge from the Kaberuka's process could also increase the demand for additional knowledge products beyond the ideas being presented in this document. Given its comparative strengths (ability to forge relationships, policy influence, capacity development focus and leveraging of partnerships and networks, long-standing and trusted relationship with the Government) UNDP is better positioned to facilitate such potential knowledge requirements.

Sustainability and Scaling Up

Project components are integral part of the national systems and structures, and thus the Project design fulfils one of the important principles of the capacity development initiatives, that is, the use of national systems, not just national plans and expertise. Results from the PER processes are likely to be sustained as the PER has been mainstreamed in the national legal framework with a respective clause in the National Budget Act. The PER secretariat is located at the MoFP. Government dialogue with DPs through the DPG framework has been operational over the years, with the thematic based DPG-PFM well embedded within the activities of the MoFP and other bodies which benefit from the reform programme. Similarly, the aid coordination and management has been part of the MoFP as a unit reporting to the Commissioner for External Finance.

The national planning process through the medium-term development strategies has been in place since 1990s, well before the World Bank's PRSP initiative was introduced. National ownership, for instance of the SDGs, and the sustainability of Project's outcomes is therefore high likely in the presence of such level of integration of Project's activities within the national structures. The Project formulation exercise consulted a number of Government officials including the MoFP in Tanzania Mainland and Zanzibar, and national statistical bodies (OCGS and NBS). By MoFP reference is made to important units including Planning Commissions, Budget Departments, Aid Coordination Unit and Poverty Eradication Unit. The consultation also included a number of DPs whose activities will complement and contribute to the outcomes and outputs expected from this Project.

Going forward and to ensure sustainability of the capacity, the project will propose the development of training materials and training of local trainers to ensure the knowledge gained during capacity building activities can be retained and shared beyond direct beneficiaries

III. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The Project can be cost effective by leveraging activities and partnerships with projects financed by other DPs. Reference is made to activities associated with the implementation of the medium-term development strategies and the SDGs which are drawing interest from several traditional and non-traditional donors. Partnership could also involve potential joint operations in activities such as monitoring and evaluations and procurement of goods and services. To the extent possible, efforts will be made to leverage on lessons learned from other projects and improve on implementation. Bilateral interactions as well as coordination through established platforms such as the DGP will be critical in not only attaining cost effective objectives but also in positioning the Project relative to other DPs initiatives in a manner that will raise the likelihood of achieving the intended objectives. As most of the proposed interventions will benefit both Tanzania Mainland and Zanzibar, cost effective efforts for skills development initiatives will for instance, be organising in joint sessions rather than investing in separate events.

Project Management

The Project administration and management function will be housed in the UNDP office in Tanzania, and will therefore rely on the UNDP direct country office support services, including direct project costing and disbursements. UNDP will also be responsible for audit arrangements including the task of ensuring that all audit recommendations are followed through. The Project's activities will be operationalised in Dar es Salaam, and Dodoma as relevant that is, from the UNDP offices and offices of MoFP in Tanzania Mainland and Zanzibar. The DPG will be operationalised from the UNDP office (DPG-main secretariat) while the DPG-PFM coordinator will be stationed in the premises of one of the co-chairs. The focus of the Project's activities will be at the national level, with an exception of the LED component of the FYDP II which will be implemented at the local level but directly supervised by MoFP in Dar es Salaam.

The Project will be implemented over a 5-year period which is in line with the implementation timeline of the national medium-term development strategies of both sides of the union. The 5-year period also provide sufficient time for capacity development to take effect. [Disbursement arrangement is structured as follows: A special account will be established at both the MoFP in Tanzania Mainland and Zanzibar with funds disbursed according to an annual work programme and budget and upon disbursement approval from UNDP]. The basis for the overall project monitoring and evaluation will be the result framework presented in section V. The Project coordinators will have an overall project monitoring responsibility based on reports from participating MDAs and feedback from the benefiting communities. They will be required to use the UNDP's 'gender check list' when assessing progress being made at different areas of the Project. The Project coordinators will also be responsible for monitoring risks and introducing mitigation strategies defined in the annex.

IV. RESULTS FRAMEWORK¹⁴

<p>Intended Outcome as stated in the UNDP II Tanzania</p> <p>-The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.</p> <p>-National Governance is more effective, transparent, accountable and inclusive</p> <p>Outcome indicators as stated in the Country Programme Document Results and Resources Framework, including baseline and targets:</p> <p>Indicator: % of national budget allocated to address poverty, environment and gender Baseline: TBD Target: TBD</p> <p>Indicator: Existence of a national system for data collection, measurement and analysis to monitor progress towards the Sustainable Development Goals and Development Cooperation Framework (DCF).</p>										
<p>Applicable Output(s) from the UNDP Strategic Plan:</p> <p>Output 1: Selected ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plans</p>										
<p>Project title and Atlas Project Number:</p> <p>Capacity development for development results and effectiveness</p>										
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL
Output 1 Coordinated and gender sensitive monitoring and reporting frameworks of development strategies are in place	Indicator 1: Coordinated and gender sensitive M&E framework for SDGs, FYDP II, MKUZA III, Africa Agenda 2063 and Istanbul plan of action 2020 developed on both national and sector level	MoFP (Tanzania Mainland and Zanzibar)	0	2016	0	2	-	-	-	2
	Indicator 2: A framework for the overall Government's M&E function is developed	MoFP (Tanzania Mainland and Zanzibar)	0	2016	0	2	-	-	-	2
										Data collection methods: Administrative information – MoFP (Mainland and Zanzibar) Risks: Delayed establishment of a coordinated framework
										Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders

	Indicator 3: Capacity needs assessment carried out	MoFP (Tanzania Mainland and Zanzibar)	0	2016	0	2	-	-	-	2	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 4: Capacity development frameworks linked to the national development policy framework is developed	MoFP (Tanzania Mainland and Zanzibar)	0	2016	0	2				2	Data collection methods: Administrative information – MoFP Mainland. Risks: Lack of interest from stakeholders
	Indicator 5: Women, children, youth and other marginalized groups participate in the localization, implementation and the monitoring of SDGs, national and regional development strategies	MoFP (Tanzania Mainland and Zanzibar)	0	2016	-	-	-	-	-	2	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 6: SSC/TyC frameworks and guidelines developed	MoFP (Tanzania Mainland and Zanzibar)	0	2016	-	-	-	-	-	2	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 7: Parliamentarians, sub-national Governments officials, and NSAs participate in the definition, localization, implementation, monitoring and evaluation of SDGs and other development strategies	MoFP (Tanzania Mainland and Zanzibar)	No participation (2016 is the 1 st year of SDGs)	2016	Active participation	-	-	-	-	Active participation	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 8: Increasing use of gender monitoring systems (national gender profiles, gender studies, CEDAW reporting etc.) in the monitoring and reporting of SDGs' and other development strategies' monitoring systems	MoFP (Tanzania Mainland and Zanzibar)	No use (2016 is the 1 st year of SDGs)	2016	Increasing use	-	-	-	-	Increasing use	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders

Output 2 Gender sensitive national data systems is in place to support the monitoring of development strategies	Indicator 1: Centralized data portal (data dashboard) for reporting progress on SDGs and the national and regional development strategies is developed	MoFP (Tanzania Mainland and Zanzibar)	0	2016	2	-	-	-	-	2	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 2: Non-NBS/OCGS data complement official data in SDGs, FYDP II and MKUZA III reporting	MoFP (Tanzania Mainland and Zanzibar)	0	2016	TBD	TBD	TBD	TBD	TBD	TBD	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar), Geospatial data, citizen generated data. Private sector data, big data. Risks: Lack of interest from stakeholders
	Indicator 3: Digital data systems, upgraded administrative data systems and geospatial data infrastructures, are used to monitor progress on development strategies	MoFP (Tanzania Mainland and Zanzibar)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 4: Platform to coordinate DPs response to data gaps established	DPG Main	0	1	1	1	1	1	1	1	Data collection methods: DPG Risks: Lack of interest from stakeholders
	Indicator 5: Zanzibar's open data policy is developed	MoFP Zanzibar	0	1	1	1	1	1	1	1	Data collection methods: Administrative information – MoFP Zanzibar. Risks: Lack of interest from stakeholders
	Indicator 6: Gender sensitive baseline and periodic data for SDGs and other development strategies established	MoFP (Tanzania Mainland and Zanzibar)	0	2016	Increases no. of SDGs have sex disaggregated baselines	Increases no. of SDGs have sex disaggregated baselines	Increases no. of SDGs have sex disaggregated baselines	Increases no. of SDGs have sex disaggregated baselines	Increases no. of SDGs have sex disaggregated baselines	All SDGs have sex disaggregated baselines	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Unavailability of some data

Output 3 Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data (CPD output)	Indicator 1: Policy reforms and analysis undertaken to facilitate the implementation of Agenda 2030 and the national and regional development strategies	MoFP (Tanzania Mainland and Zanzibar)	No policy reform targeting SDGs (2016 is the 1 st year of SDGs)	2016	Policy reforms influenced by the SDGs	Policy reforms influenced by the SDGs	Policy reforms influenced by the SDGs	Policy reforms influenced by the SDGs	Policy reforms influenced by the SDGs	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 2: Practical tools and mechanisms to improve national planning, budgeting and investment in development activities developed	MoFP (Tanzania Mainland and Zanzibar)	TBD	2016	TBD	TBD	TBD	TBD	TBD	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 3: Integrated National Financing Frameworks (INFFs) to link development finance with Agenda 2030 established	MoFP (Tanzania Mainland and Zanzibar)	0	2016	1	1	1	1	1	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 4: Access to technical support through SSC/TrC (capacities, modalities, incentives, policy analysis/reforms, management of evolving field of development financing) improved	MoFP (Tanzania Mainland and Zanzibar)	TBD	2016	TBD	TBD	TBD	TBD	TBD	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 5: Consensus established on the how, the what, and who does what as a basis for partnerships and accountability in the implementation and reporting on SDGs and other development agendas	MoFP (Tanzania Mainland and Zanzibar)	No consensus	2016	Consensus reached	Consensus reached	Consensus reached	Consensus reached	Consensus reached	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 6: Gender responsive planning and budgeting initiative in Zanzibar is established	MoFP Zanzibar	0	2016	1	1	1	1	1	Data collection methods: Administrative information – MoFP Zanzibar. Risks: Lack of interest from stakeholders

Output 4 New knowledge is generated to improve implementation, monitoring and reporting on the development strategies	Indicator 7: Partnerships with the business sector, CSOs for an inclusive and effective country-level development agenda enhanced	MoFP (Tanzania Mainland and Zanzibar)	Limited partnership	2016	Increased partnership	Increased partnership	Increased partnership	Increased partnership	Increased partnership	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 1: New knowledge from SSC/TrC is generated and used (peer learning, advocacy, linking to SDGs, trade and aid linkages between southern states, exchanges between stakeholders, across thematic areas, best practices)	MoFP (Tanzania Mainland and Zanzibar)	TBD	2016	TBD	TBD	TBD	TBD	TBD	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 2: A pool of policy and research institutes, academia and civil society organizations engaged to support knowledge creation in areas related to the implementation, monitoring and evaluating the SDGs and the other development agendas	MoFP (Tanzania Mainland and Zanzibar)	2 (ESRF and the University of Dar es Salaam)	2016	More than 2 policy and research institutes	More than 2 policy and research institutes	More than 2 policy and research institutes	More than 2 policy and research institutes	More than 2 policy and research institutes	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 3: Coordinated multi-institutional framework for analytical works on development strategies established	MoFP (Tanzania Mainland and Zanzibar)	0	2016	1	1	1	1	1	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 4: A study on new development finances using the DFA methodology published	MoFP (Tanzania Mainland and Zanzibar)	0	2016	1	0	0	0	0	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 5: THDR post 2017 published	MoFP Tanzania Mainland and ESRF	1	2016	1	0	0	0	1	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders

	Indicator 6: Poverty mapping using the upcoming 2016/17 HBS published (include Zanzibar)	MoFP Tanzania Mainland	1	2016	0	1	0	0	0	0	Data collection methods: Administrative information – MoFP Mainland Risks: Lack of interest from stakeholders
	Indicator 7: Studies on constraints local economic development published (including strengthening of research development and coordination on environmental sustainability topics (such as management of natural resources, ecosystem service and chemicals and waste management)	MoFP Tanzania Mainland	0	2016	0	0	0	0	0	0	Data collection methods: Administrative information – MoFP Mainland Risks: Lack of interest from stakeholders
	Indicator 8: A book consisting of research papers with critical assessment of the implementation of development agenda in Tanzania published	MoFP Tanzania Mainland and UDSM	1	2016	1	0	0	0	0	1	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 9: A study on the analysis of challenges associated with the availability of expenditure outturn data from LGAs published	MoFP Tanzania Mainland	0	2016	1	0	0	0	0	0	Data collection methods: Administrative information – MoFP Mainland Risks: Lack of interest from stakeholders
	Indicator 10: PER studies that underpin the implementation and monitoring of the FYDP II, SDGs and MKUZA III published	MoFP (Tanzania Mainland and Zanzibar)	TBD	2016	TBD	TBD	TBD	TBD	TBD	TBD	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 11: Studies on the linkages between public spending in the context of FYDP II and LGA planning and budgeting published	MoFP Tanzania Mainland	0	2016	1	1	1	1	1	1	Data collection methods: Administrative information – MoFP Mainland. Risks: Lack of interest from stakeholders

Output 5 Effective mechanisms in place to enhance aid coordination, monitor and report on use of ODA and other sources of global development financing (CPD output)	Indicator 12: MoFP are seconded to the policy and research institutes	MoFP Zanzibar and policy and research institutes	0	2016	3	3	3	3	3	Data collection methods: Administrative information – MoFP Risks: Lack of interest from stakeholders
	Indicator 13: Knowledge and usage of multi-dimensional methods for measuring poverty enhanced (e.g. non-income poverty measures such as multi-dimensional poverty index -MPI)	MoFP (Tanzania Mainland and Zanzibar)	Limited use of multi-dimensional poverty indices	2016	Increases use of multi-dimensional poverty indices	Increases use of multi-dimensional poverty indices	Increases use of multi-dimensional poverty indices	Increases use of multi-dimensional poverty indices	Increases use of multi-dimensional poverty indices	Data collection methods: Administrative information – MoFP Risks: Lack of interest from stakeholders
	Indicator 1: Mapping and assessment of alternative development finances reports available	MoFP (Tanzania Mainland and Zanzibar)	0	2016	1	0	1	0	0	Data collection methods: Administrative information – MoFP Risks: Lack of interest from stakeholders
	Indicator 2: New southern donors are increasingly becoming transparent in their funding modalities as well as their use of country-led results frameworks	MoFP (Tanzania Mainland and Zanzibar)	TBD	2016	Increases transparency of new southern donors	Increases transparency of new southern donors	Increases transparency of new southern donors	Increases transparency of new southern donors	Increases transparency of new southern donors	Data collection methods: Administrative information – MoFP Risks: Lack of interest from stakeholders
	Indicator 3: Advisory and technical support to DPs and the Government provided	MoFP (Tanzania Mainland and Zanzibar)	TBD	2016	Continuing providing advisory and technical support	Continuing providing advisory and technical support	Continuing providing advisory and technical support	Continuing providing advisory and technical support	Continuing providing advisory and technical support	Data collection methods: Administrative information – MoFP Risks: Lack of interest from stakeholders

<p>Indicator 4: Innovative ways and means to drive the implementation of the principles of development established</p>	MoFP (Tanzania Mainland and Zanzibar)	0	2016	Principles of development established	Principles of development established	Principles of development established	Principles of development established	Principles of development established	Principles of development established	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	MoFP (Tanzania Mainland and Zanzibar)	0	2016	Common positions established	Common positions established	Common positions established	Common positions established	Common positions established	Common positions established	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	MoFP (Tanzania Mainland and Zanzibar)	0 [the Kaberuka's process is yet to be concluded]	2016	TBD	TBD	TBD	TBD	TBD	TBD	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	MoFP (Tanzania Mainland and Zanzibar)	TBD	2016	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	MoFP (Tanzania Mainland and Zanzibar)	Limited skills on diverse development finance	2016	Limited skills on diverse development finance	Limited skills on diverse development finance	Limited skills on diverse development finance	Limited skills on diverse development finance	Limited skills on diverse development finance	Limited skills on diverse development finance	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
<p>Indicator 5: Common positions between Government, private sector and CSOs established prior to engaging with fellow southern states (China-Africa Cooperation, and India-Africa forum summits)</p>	MoFP (Tanzania Mainland and Zanzibar)	0	2016	Common positions established	Common positions established	Common positions established	Common positions established	Common positions established	Common positions established	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
<p>Indicator 6: New development dialogue framework emerging out of the Kaberuka's process established</p>	MoFP (Tanzania Mainland and Zanzibar)	0 [the Kaberuka's process is yet to be concluded]	2016	TBD	TBD	TBD	TBD	TBD	TBD	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
<p>Indicator 7: AMP is modified and improved in line with the issues identified in the recent 2016 EU and World Bank report</p>	MoFP (Tanzania Mainland and Zanzibar)	TBD	2016	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	1) Improved reporting from AMP 2) Accelerated data entry for focal points	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
<p>Indicator 8: Skills enhanced for the aid coordination unit to address the unique nature of the aid and development finance data management challenges</p>	MoFP (Tanzania Mainland and Zanzibar)	Limited skills on diverse development finance	2016	Limited skills on diverse development finance	Limited skills on diverse development finance	Limited skills on diverse development finance	Limited skills on diverse development finance	Limited skills on diverse development finance	Limited skills on diverse development finance	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders

	Indicator 9: DPG overall communication and outreach and its links with non-DPG non-state actors (media, CSOs) enhanced	MoFP (Tanzania Mainland and Zanzibar)	Limited links between DPG and NSA	2016	Enhanced links between DPG and NSA	Enhanced links between DPG and NSA	Enhanced links between DPG and NSA	Enhanced links between DPG and NSA	Enhanced links between DPG and NSA	Enhanced links between DPG and NSA	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders
	Indicator 10: MoFP's aid coordination units released analytical reports	MoFP (Tanzania Mainland and Zanzibar)	0	2016	1	1	1	1	1	1	Data collection methods: Administrative information – MoFP (Mainland and Zanzibar). Risks: Lack of interest from stakeholders

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	Cost for this activity is part of the 'project management cost' component discussed under section III
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	Cost for this activity is part of the 'project management cost' component discussed under section III
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit	Cost for this activity is part of the 'project management cost' component

				collaborations from other DPs.	discussed under section III
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	Cost for this activity is part of the 'project management cost' component discussed under section III
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	Cost for this activity is part of the 'project management cost' component discussed under section III
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	As UNDP is the implementing entity, then the Project management will be responsible to develop projects reports to be presented to the Board.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	Cost for this activity is part of the 'project management cost' component discussed under section III
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management	Partners for some of the activities will be identified in	Cost for this activity is part of the 'project

	<p>Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>		actions agreed to address the issues identified.	the later stage when UNDP starts to solicit collaborations from other DPs.	management cost' component discussed under section III
--	---	--	--	--	--

VI. MULTI-YEAR WORK PLAN 1617

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1: Coordinated gender sensitive monitoring and reporting frameworks of development strategies are in place	Facilitate the coordination of the gender sensitive implementation, result based monitoring, evaluation, reporting and learning of the FYDP II, MKUZA III, SDGs, Agenda 2063 and Istanbul plan of action 2020	40,000	20,000	20,000	20,000	30,000	Planning Commission Mainland			130,000
	Facilitate the establishment of the Government result based M&E function and enhance the degree to which the established function and practices yield evidence-based foundations for planning, decision-making and learning	34,000	34,000	34,000	34,000	34,000	MOFP			170,000
	Facilitate the involvement of parliaments, sub-national and local governments, and NSAs in the definition, localization, implementation, monitoring and evaluation of SDGs and other development strategies	32,000	32,000	32,000	32,000	32,000	MOFP-NBS-			160,000
	Facilitate SSC/TrC enabling environment (including development of frameworks and guidelines) and mechanisms to track the extent and impact of SSC and TrC	30,000	30,000	30,000	30,000	30,000	MOFP			150,000
	Facilitate the feedback of the gender monitoring systems (national gender profiles, gender studies, CEDAW reporting etc.) to the SDGs' and other development strategies' monitoring systems	10,000	10,000	10,000	10,000	10,000	TBD			50,000
	Facilitate and sustaining inclusive national ownership and leadership of the SDGs and regional development agendas	28,000	28,000	28,000	28,000	28,000				140,000

Output 2: Gender sensitive national data systems is in place to support the monitoring and reporting of development strategies	Facilitate the creation of space and necessary mechanisms for the meaningful participation of women, children, youth and other marginalized groups in the localization, implementation and the monitoring of SDGs, national and regional development strategies	24,000	24,000	24,000	24,000	24,000	24,000	24,000	Tanzania Sustainable Development Platform (TSDP)			120,000
	Facilitate capacity needs assessment including country plans for capacity development and results management (identifying key capacities already exist and what additional capacities may be needed to reach development objectives)	30,000							MOFP			30,000
	Facilitate the development of capacity development strategy that is linked to the national development policy frameworks	20,000							MOFP			20,000
	Facilitate the development of successor strategies, including the review of Vision 2020								MOFP			68,000
	Sub-Total for Output 1											1,038,000
	Enhance capacities to systematically collect, analyse disseminate, harmonize and accurately reporting on data that are highly disaggregated by sex, location and income and covers marginalized and excluded population. For example, facilitating the establishment of the gender sensitive baseline data for the SDGs, FYDP II, MKUZA III, Africa Agenda 2063 and the Istanbul plan of action 2020	40,000	40,000	40,000	40,000	40,000	40,000	40,000	MOFP, NBS			200,000
	Facilitate an increasing use of digital data systems, upgraded administrative and geospatial data infrastructures, to provide the data needed to produce the SDG indicators at an acceptable standard of reliability and frequency	50,000	50,000	50,000	50,000	50,000	50,000	50,000	NBS			250,000
	Facilitate the role of complementary non-NBS data in SDGs, FYDP II and MKUZA III reporting	50,000	30,000	30,000	30,000	30,000	30,000	30,000	NBS, TSDP			170,000
	Facilitate coordinated framework for DPs responses to the data gaps in Tanzania	10,000	10,000	10,000	10,000	10,000	10,000	10,000	NBS			50,000
	Facilitate the establishment of a centralized data portal (data dashboard) that would be presenting updated data for each of the monitoring indicators outlined in the SDGs and the national and regional development strategies	20,000	20,000	20,000	20,000	20,000	20,000	20,000	NBS			100,000
	Strengthen routine data system for the national, global and regional development agendas	20,000	20,000	20,000	20,000	20,000	20,000	20,000	NBS			100,000

	Facilitate the establishment of an open data policy for Zanzibar	29,000								OCS			29,000
	Sub-Total for Output 2												899,000
Output 3: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data (CPD output)	Facilitate policy formulation, analysis and reforms given the needs of implementing Agenda 2030 and the national and regional development strategies	50,000	20,000	20,000	30,000	30,000				MOFP-NBS			150,000
	Facilitate the development of practical tools and mechanisms to improve national planning, budgeting and investment in development activities	50,000								MOFP			50,000
	Facilitate the formulation of Integrated National Financing Frameworks (INFFs) to link development finance with Agenda 2030	32,000								MOFP			32,000
	Facilitate access to technical support through SSC/TrC (capacities, modalities, incentives, policy analysis/reforms, management of evolving field of development financing)	20,000	20,000	20,000	20,000	20,000				MOFP			100,000
	Facilitate consensus building among stakeholders on the how, the what, and who does what as a basis for partnerships and accountability	14,000	14,000	14,000	14,000	14,000				TBD			70,000
	Facilitate establishment of gender-responsive approaches and targeted action for women and girls in the formulation of all financial, economic, environmental and social policies	30,000	20,000							PED			50,000
	Facilitate the strengthening and deepening of partnerships with the business sector, CSOs for an inclusive and effective country-level partnership (promote CSOs space to participate in, and monitor, development policies and programmes)	7,000	7,000	7,000	7,000	7,000				TSDP, MOFP?			35,000
	Sub-Total for Output 3												487,000
Output 4: New knowledge is generated to improve implementation, monitoring and reporting on the development strategies	Support SSC and TrC through knowledge brokering and exchanges (peer learning, advocacy, linking to SDGs, trade and aid linkages between southern states, exchanges between stakeholders, across thematic areas, best practices)	15,000	15,000	15,000	15,000	15,000				TBD			75,000
	Facilitate the engagement of a pool of policy and research institutes, academia and civil society organizations to support knowledge creation in areas related to the implementation, monitoring and evaluating the SDGs and the other development agendas	50,000	50,000	50,000	50,000	50,000				MOFP			250,000

	Facilitate establishment of a coordinated multi-institutional framework for analytical works on development strategies. This activity will include facilitating the existence and quality (frequency, use) of a space to discuss MoFP's knowledge priorities and policies for knowledge generation and retention	15,000	15,000	15,000	15,000	15,000	15,000	MOFP			75,000
	Facilitate a study using the DFA methodology which provide planning, finance and other ministries, with data and analysis on the changing trends in development finance	75,000						MOFP			75,000
	Facilitate study on poverty mapping using the upcoming 2016/17 HRS	40,000						NBS			40,000
	Facilitate the preparation and production of the THDR as well as aligning the THDR process with the Government process in monitoring the SDGs and FYDP II		100,000			100,000		ESRF			200,000
	Facilitate researches that would raise the understanding of constraints to local economic development	25,000	30,000	30,000			20,000	PED/MOFP			135,000
	In collaboration with policy and research institutes, academia, and civil society organizations facilitate publication of an independent book containing research papers with critical assessment of the implementation of development agenda in Tanzania	54,000						MOFP			
	Facilitate the diagnostic analysis of challenges associated with the availability of expenditure outturn data from LGAs	22,000						PED/PER Secretariat			54,000
	Facilitate PER studies that underpin the implementation and monitoring of the FYDP II, SDGs and MKUZA III. This activity will also include enhancement of linkages between PER studies and the policy analysis, reforms and decision making as well as collaborating with UN-Women to enhance gender aspects in the PER process (e.g. PER gender equality and empowerment)	20,000	20,000	20,000	20,000	20,000	20,000	PER secretariat			100,000
	Facilitate studies on the linkages between public spending in the context of FYDP II and LGA planning and budgeting	58,000									58,000
	Facilitate the understanding and usage of multi-dimensional methods for measuring development (income and non-income poverty)	58,000						NBS			58,000

Sub-Total for Output 4											1,142,000
Output 5: Effective mechanisms in place to enhance aid coordination, monitor and report on use of ODA and other sources of global development financing (CPD output)	Facilitate Tanzania's access to new and diverse development finances through offering brokerage services. This activity includes strengthening of capacities of the Government to map, assess trade-offs and facilitate the leveraging of additional resources	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	External Finance	200,000
	Advancing the role of the MoFP's aid coordination unit from a mere reporting on ODA flows to knowledge creation (aid outcome monitoring etc.). Better reporting including short paper/newsletter etc. as well as introducing gender component.	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	External Finance	100,000
	Facilitate increasing transparency of the new southern donors in their funding modalities as well as regarding outcomes, as well as their use of country-led results frameworks in the spirit of the 2030 Agenda, and commit to furthering partnerships for sustainable development	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	External Finance	50,000
	Facilitate the work of the DPG secretariat in line with the DPs commitments made in the second High-Level Meeting of the Global Partnership for Effective Development Cooperation (November 2016), that states "accelerate progress in aligning bilateral development cooperation with the inclusive national development strategies and planning processes of partner countries receiving support". This activity also includes the provision of advisory and technical support to DPs and the Government including mechanisms to determine whether DPG resources are gender sensitive	200,000	200,000	100,000	100,000	100,000	100,000	100,000	100,000	DPG Main, PFM, Environment Secretariats	700,000
	Improve the practical utility of regional mechanisms, and the experience of Global Partnership Initiatives including testing and developing innovative ways to drive implementation of the principles of development.	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	External Finance	50,000
	Facilitate Government, private sector and CSOs to establish common stand prior to engaging with fellow southern states (China-Africa Cooperation, and India-Africa forum summits)	10,000	10,000		10,000	10,000	10,000	10,000	10,000	External Finance	50,000

	Provide demand driven support to processes that will emerge from the Kaberuka's report (e.g. new development dialogue framework) including bringing on-board gender dimensions in the dialogue	20,000	20,000						External Finance			40,000
	Facilitate AMP system modifications and improvements in line with the issues identified in the recent 2016 EU and World Bank report (Including activities such as upgrading AMP, establish compatibility between IFMS and AMP, offline mode, introducing a donor scorecard and gender marker, support to MDAs in using AMP)	30,000	20,000	30,000					External Finance			80,000
	Facilitate skills development for the aid coordination unit to address the unique nature of the aid and development finance data management challenges	10,000	10,000	10,000	10,000	10,000			External Finance			50,000
	Facilitates DPG overall communication and outreach and its links with non-DPG non-state actors (media, CSOs)	10,000	10,000	10,000	10,000	10,000			DPG, TSDP			50,000
	Improve working processes and facilities for the external finance unit including support for project field visits	10,000	10,000	10,000	10,000	10,000			External Finance			50,000
	Advisory service support to Zanzibar on aid harmonisation and alignment issues	10,000	10,000	10,000	10,000	10,000			Aid coordination Zanzibar			50,000
Sub-Total for Output 5												1,470,000
	Office rent	6,000	6,000	6,000	6,000	6,000						30,000
	Office supplies	1,200	1,200	1,200	1,200	1,200						6,000
	Communication	10,000	10,000	10,000	10,000	10,000						50,000
Sub-Total for general management support												86,000
TOTAL												5,122,000

VII. MULTI-YEAR WORK PLAN FOR ZANZIBAR 1819

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Financial Year ²					RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5		Funding Source	Amount
Output 1: Coordinated gender sensitive monitoring and reporting frameworks of development strategies are in place	1.1 Facilitate the coordination of the gender sensitive implementation, result based monitoring, evaluation, reporting and learning of the MKUZA III, SDGs, Agenda 2063 and Istanbul plan of action 2020	20,000	10,000	10,000	10,000	15,000	ZPC		65,000
	1.2 Facilitate the production of various reports regarding implementation progress of national strategies (e.g. MKUZA III Annual Implementation Plan, SDG Implementation Report)	20,000	10,000	10,000	10,000		ZPC		50,000
	1.3 Mainstream MKUZA III into MDA strategic sectoral plans (5 year plans)	10,000					ZPC		10,000
	1.4 Develop and implement Communication strategy for the dissemination of MKUZA III	10,000					ZPC		10,000
	1.5 Enhance the degree to which the M&E function and practices yield evidence-based foundations for planning, decision-making and learning	34,000	34,000	34,000	34,000	34,000	ZPC		170,000
	1.6 Awareness creation on MKUZA III and Agenda 2030/SDGs within the House of Representatives, sub-national and local governments, and NSAs	20,000		20,000		20,000	ZPC, OCGS		60,000
	1.7 Facilitate the feedback of the gender monitoring systems (national gender profiles, gender studies, CEDAW reporting etc.) to the SDGs' and other development strategies' (e.g. MKUZA III) monitoring systems	10,000	10,000	10,000	10,000	10,000	ZPC		50,000

²Financial year runs from July to June

Output 2: Gender sensitive national data systems is in place to support the monitoring and reporting of development strategies	1.8 Facilitate and sustain inclusive national ownership and leadership of the SDGs and regional development agendas (e.g. by seminars and attendance of relevant regional events that increase awareness on SDGs)	8,000	8,000	8,000	8,000	8,000	8,000	MOFP Zanzibar (External Finance, ZPC)			40,000
	1.9 Facilitate the creation of space and necessary mechanisms, like organized community dialogue (e.g. Poverty Week, youth forums), for the meaningful participation of women, children, youth and other marginalized groups in the localization, implementation and the monitoring of SDGs, national and regional development strategies	5,000	5,000	5,000	5,000	5,000	5,000	ZPC			25,000
	1.10 Facilitate the development of capacity development strategy that is linked to the national development policy frameworks	20,000						MOFP, ZPC			20,000
	1.11 Facilitate the development of successor strategies, including the review of Zanzibar Development Vision 2020			34,000				MOFP, ZPC			68,000
	Sub-Total for Output 1										568,000
	2.1 Develop a national data system/database for collection, management and analysis of integrated data from national development plans, sector level activities and SDG framework	30,000	20,000					OCGS			50,000
Output 3: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data (CPD)	2.2 Facilitate the establishment of an open data policy for Zanzibar and subsequent dissemination of and training on open data management	29,000						OCGS			29,000
	Sub-Total for Output 2										79,000
	3.1 Facilitate policy formulation, analysis and reforms given the needs of implementing Agenda 2030 and the national and regional development strategies	50,000	20,000	20,000	30,000	30,000	30,000	ZPC, OCGS			150,000
	3.2 Facilitate the development of practical tools and mechanisms, specifically systems dynamics tool, to improve national planning and investment in development activities	50,000						MOFP Zanzibar			50,000

output)	3.3	Facilitate the conduct of economic investment profiles/feasibility studies for key economic sectors, such as marine and tourism, to identify investment opportunities in those growth sectors (among which flagship projects formulated in MKUZA III)	20,000	20,000						ZPC						40,000
	3.4	Facilitate the establishment of the gender responsive planning and budgeting initiative in Zanzibar (tracking of resource allocations for gender equality and the empowerment of women and girls)	20,000	20,000	20,000	20,000	20,000	20,000		MOFP Zanzibar						100,000
	3.5	Facilitate establishment of gender-responsive approaches and targeted action for women and girls in the formulation of all financial, economic, environmental and social policies	30,000	20,000						PED Mainland, ZPC						50,000
	Sub-Total for Output 3															390,000
Output 4: New knowledge is generated to improve implementation, monitoring and reporting on the development strategies	4.1	Facilitate (extreme) poverty analysis at the Shehia level (lowest administrative level) to identify specific geographical areas characterized by high(er) levels of poverty, by collecting and interpreting multidimensional poverty indicators	10,000	10,000						ZPC, OCGS						20,000
	4.2	Facilitate studies on the linkages between public spending in the context of MKUZA III and LGA planning and budgeting		10,000						ZPC						10,000
	4.3	Facilitate research related to LGA and Devolution by Decentralization in Zanzibar			15,000	15,000				ZPC						30,000
	4.4	Facilitate SSC/TrC enabling environment (including development of frameworks and guidelines), activities following from this cooperation and mechanisms to track the extent and impact of SSC and TrC;	10,000						10,000							20,000
Sub-Total for Output 4																80,000
Output 5: Effective mechanisms in place to enhance aid coordination, monitor and report on use of ODA and	5.1	Facilitate RGoZ's access to new and diverse development finance through offering brokerage services. This activity includes strengthening of capacities of the RGoZ to map, assess trade-offs and facilitate the leveraging of additional resources	TBD							External Finance Zanzibar						

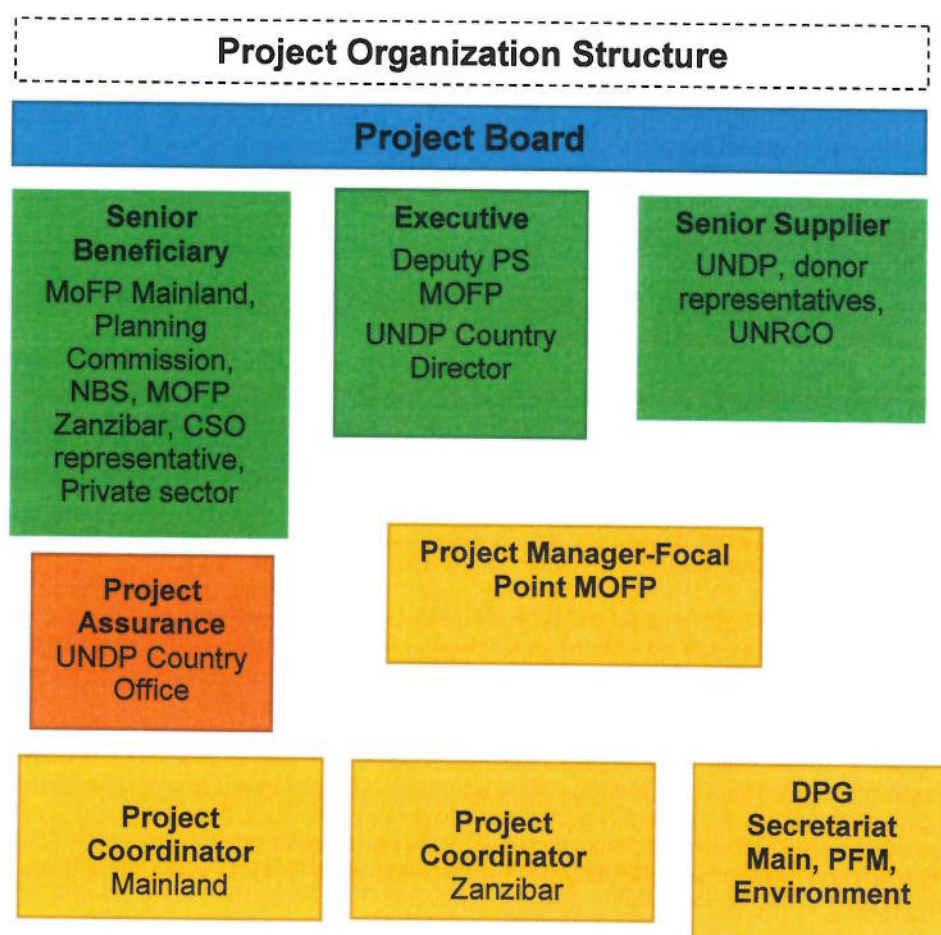
other sources of global development financing (CPD output)	5.2 Advancing the role of the MoFP's aid coordination unit from a mere reporting on ODA flows to knowledge creation (aid outcome monitoring etc.). Better reporting including short pager/newsletter etc. as well as introducing gender component.	20,000	20,000	20,000	20,000	20,000	20,000	20,000	External Finance Zanzibar			100,000
	5.3 Facilitate increasing transparency of the new southern donors in their funding modalities as well as regarding outcomes, as well as their use of country-led results frameworks in the spirit of the 2030 Agenda, and commit to furthering partnerships for sustainable development	10,000	10,000	10,000	10,000	10,000	10,000	10,000	External Finance Zanzibar			50,000
	5.4 Improve the practical utility of regional mechanisms, and the experience of Global Partnership Initiatives including testing and developing innovative ways to drive implementation of the principles of development.	10,000	10,000	10,000	10,000	10,000	10,000	10,000	External Finance Zanzibar			50,000
	5.5 Facilitate RGoZ, private sector and CSOs to establish common stand prior to engaging with fellow southern states (China-Africa Cooperation, and India-Africa forum summits)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	External Finance Zanzibar			50,000
	5.6 Facilitate the finalisation of the 2015-2017 strategy for the implementation of the URT development cooperation framework (DCF) in Zanzibar: Zanzibar Compact	TBD							External Finance Zanzibar			TBC
	5.7 Facilitate skills development for the aid coordination unit to address the unique nature of the aid and development finance data management challenges	10,000	10,000	10,000	10,000	10,000	10,000	10,000	External Finance Zanzibar			50,000
	5.8 Facilitate support to RGoZ and Development Partners (including international NGOs) to develop a dialogue framework for MKUZA III resource mobilization, with focus on sector dialogue	TBD							External Finance Zanzibar, ZPC			TBC
	5.9 Improve working processes and facilities for the external finance unit including support for project field visits	10,000	10,000	10,000	10,000	10,000	10,000	10,000	External Finance Mainland			50,000
	5.10 Improve working processes and facilities for the external finance unit including support for project field visits	10,000	10,000	10,000	10,000	10,000	10,000	10,000	External Finance Zanzibar			50,000

	5.11 Support to Zanzibar on aid harmonisation and alignment issues	10,000	10,000	10,000	10,000	10,000	10,000	Aid coordination Zanzibar			50,000
Sub-Total for Output 5											450,000
TOTAL											1,567,000

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented under the national execution by the UNDP country office (drawing on UNDP's administrative support structures). This Project is more complex, as it has brought together all the four components under one roof, unlike the previous stand-alone separate projects. Two project coordinators will be recruited to run the Project on a day-to-day basis on behalf of UNDP in mainland and Zanzibar. The prime responsibility of the Project manager (a designated senior officer in the Ministry of Finance and Planning) will be to ensure that the Project produces the results/outputs specified in this Project document to the required standard of quality and within the specified constraints of time and cost.

The Project will be overseen by the Project Board composed of representatives from UNDP, MoFP from Tanzania Mainland and Zanzibar, NBS, OCGS and one DP to be opted from the DPG main. This composition will ensure wide Government and DP involvement in overseeing the Project as well as Project responsive to the interests of all stakeholders involved. The Project Board will ensure direct oversight to the Project, including the achievement of the stated objectives, and provide project quality assurance of project results. The Project Board will approve work plans and progress reports submitted by the Project manager and make decisions based on consensus.



VIII. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- ☒ Country has signed the Standard Basic Assistance Agreement (SBAA)
- ☐ Country has not signed the Standard Basic Assistance Agreement (SBAA)
- ☐ Regional or Global project

2. Implementing Partner:

- ☐ UNDP (DIM)
- ☒ Government Entity (NIM)
- ☐ CSO/NGO/IGO
- ☐ UN Agency (other than UNDP)
- ☐ Global and regional projects

RISK MANAGEMENT STANDARD CLAUSES

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]²⁰ [UNDP funds received pursuant to the Project Document]²¹ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

IX. ANNEXES

Annex 1: Risk Analysis

Project Title:				Award ID:		Date:			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delays in expediting the restructuring of dialogue processes based on the Kaberuka's process.	November 2016	Political – Government commitment	This could negatively affect the aid coordination and PER components of the Project in terms of timely implementation of envisaged activities. P = 3 I = 5	This risk will be mitigated by continued UNDP interactions with key counterparts in the Government.				
2	Reduced DPs engagement in key Project areas.	November 2016	Operational - Delivery	These risks will affect the achievement of the objective of improving the capacity of the MoFP in Tanzania Mainland and Zanzibar. P = 1 I = 5	This will be mitigated by continued engagement of UNDP in dialogue and facilitation of problem solving activities based on the past lessons in Tanzania and from other southern states.				
3	Weak institutional capacity to execute Project's activities.	November 2016	Financial – Funding Operational - Delivery	These risks will affect the achievement of the objective of improving the capacity of the MoFP in Tanzania Mainland and Zanzibar. P = 1	Direct implementation by UNDP is one of the mitigating approaches. UNDP, in partnership with other DPs with initiatives in the same areas to				

Annex 2: Terms of Reference of the Project Board

Annex 2.1: Terms of reference for the Project Board

Project Board is the main decision making authority for the project. More specifically the Project Board should perform the following functions:

1. Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
2. Address project issues as raised by the project manager.
3. Provide guidance on new project risks and agree on possible counter measures and management actions to address specific risks.
4. Agree on project manager's tolerances as required.
5. Review the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily per the established plans.
6. Review combined delivery reports prior to certification by the implementing partner.
7. Appraise the project periodic reports, make recommendations for the next annual work plan, and inform the outcome group about the results of the review.
8. Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded
9. Assess and decide to proceed on project changes through appropriate revisions.

End note

¹ Note: Adjust signatures as needed

² Common, R. (2004). Organisational learning in a political environment. *Policy Studies Journal*, 25(1), pp. 35-49.

³ McNabb, D. E. (2007). Knowledge management in the public sector: a blueprint for innovation in government. Armonk, NY: M.E. Sharpe.

⁴ Gilson, C., Dunfee, P. and Tinkler, J. (2009). Organizational learning in government sector organizations: literature review. LSE Public Policy Group, London School of Economics and Political Science, London, UK.

⁵ World Bank Institute (2010). Institutional Capacities and Their Contributing Characteristics for Institutional Diagnostics, Program Design, and Results Management. World Bank. Washington.

⁶ Galiani, S., S. Knack, L. Colin, X. Zou (2014). The Effect of Aid on Growth Evidence from a Quasi-Experiment. World Bank. Policy Research Working Paper 6865.

⁷ Dalgaard C-J., H. Hansen and F. Tarp (2004). On the empirics of foreign aid and growth. *Economic Journal*, 114.

⁸ This document was an outcome of the third International Conference on Financing for Development (FFD)

⁹ Collier P. and D. Dollar (2002). Aid Allocation and Poverty Reduction", *European Economic Review* 45.

¹⁰ UNDG (2015). Mainstreaming the 2030 Agenda for Sustainable Development. Interim Reference Guide to UN Country Teams

¹¹ Killen, B. (2011). How Much Does Aid Effectiveness Improve Development Outcomes? Lessons from Recent Practice. Forth High Level Focus on Aid Effectiveness. 29 November – 1 December 2011, Busan, Korea.

¹² USAID (2010). Human and Institutional Capacity Development Handbook: A USAID Model for Sustainable Performance Improvement. USAID. Washington.

¹³ Haile, S. et al (2013). Towards a Capacity Development Framework for Land Policy in Africa. UN-HABITAT Kenya.

¹⁴ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

¹⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

¹⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

¹⁸ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

²⁰ To be used where UNDP is the Implementing Partner

²¹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

Annexes

Terms of Reference Project Coordinators (Mainland, Zanzibar)

The Project Coordinator (PC) will be responsible for providing overall leadership and backstopping to the project. The PC's prime responsibility will be to ensure that the project produces expected results as specified in the project document to the required standard of quality.

The Coordinator will especially be responsible for the required technical inputs to the project and leading the project focal persons in their respective institutions for ensuring effective and timely delivery of specific objectives of the project. This will include ensuring quality and timely delivery of key project outputs through linkage of results from various implementing partners. He/She will:

- Liaise and collaborate with senior government officials in MDAs, NGOs and private Sector to gather support for achieving the project goals.
- Establish close cooperation with the stakeholders and institutions crucial to success of the Project, especially decision-makers within the governments
- Nurture institutional relationships and partnerships in conjunction with the project board.
- Ensure delivery of the monitoring plan and prepare regular reports on progress towards objectives for the project
- Provide oversight and coordination for implementation of project, including supervision of activities contracted to consultants, reviewing terms of reference studies and major reports, production of awareness materials, performing quality control on the outputs of project consultants and sub-contractors.
- Provide technical and strategic assistance in the implementation of project activities utilizing the project document, logical framework and budgetary planning processes.
- Preparation and submission of quarterly and annual Project Implementation (technical and financial) Reports to MOFP, UNDP and government partners as required.
- Provide liaison with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities.
- Document lessons from project implementation and make recommendations to the technical and steering committees for more effective implementation and coordination of project activities.
- Initiate and support fundraising during the project implementation to consolidate project interventions.
- Develop, manage and oversee the core budget and annual work plans for the Project. Will be responsible for accounting for proper, wise and strategic use of the funds, ensuring that expenditure stays within budget, and for overseeing preparation of regular financial reports following UNDP approved accounting standards and guidelines.

Specific Deliverables

- Established relationship between senior government officials, NGOs and private sector with the project to gather support for achieving the project goals.
- Project monitoring plan developed and preparation of regular technical and financial progress reports.
- Detailed annual work plans, budgets and FACE requests prepared for the project.
- Preparation of policy briefs, technical papers and lessons learning articles based on the project and publishing in key local media.

-
- Key project meetings organized and production of proceedings.
 - Strategic partnership established with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities.

Competencies required

Given the complexity, technical and innovative nature of the project, the PC will require vast experience on working with senior government staff in key ministries and semi-autonomous organizations.

Prior work experience at senior government position in Tanzania will be an advantage. In addition, extensive experience with project development, implementation and management at technical advisor level will be required and should have the following competencies:

- Strong technical skills, confirmed experience as strategic thinker, communicator and motivator.
- Proven experience in coordination of large scale projects including budget planning, financial management, monitoring and evaluation, with strong project management skills and experience in implementing and reporting on donor funded projects
- Excellent negotiation, diplomacy and lobbying skills, and proven experience in facilitating dialogue with senior civil servants.
- The commitment and drive to achieve challenging goals, a problem-solving attitude is essential.
- Excellent interpersonal and teambuilding skills and ability to deal with multiple teams located in multiple locations.
- Excellent oral and written communication and presentation skills in both English and Kiswahili an advantage.

Qualifications and experience

The incumbent must have Master's Degree or higher in economics, social sciences with strong, project planning, implementation, monitoring and evaluation coupled with vast knowledge and experience in institutional capacity building.

- A minimum of ten (10) years of post-graduate professional experience in high-level
- A broad experience and knowledge of development planning and project management
- Knowledge and experience in national financing mechanisms and institutional frameworks

Supervision and reporting

The PC will be hosted in the Ministry of Finance in Mainland and Zanzibar with dual reporting lines to the assigned focal points in the Ministries of Finance and Planning and UNDP

Terms of Reference DPG-PFM Secretariat

TOR DPG PFM Secretariat Coordinator

The Public Finance Management Development Partners Group (PFM DPG) is a subgroup under Cluster working group 4. The PFM DPG is currently co - chaired by DFID and Denmark and supported by the PFM DPG secretariat and currently housed by the Ministry of Finance. The group interacts regularly and has mandatory monthly meetings where donors share, engage and discuss various PFM opportunities and challenges and how coordinated efforts can be made by donors to support government in addressing them. The PFM DPG operates under the Development Partner Group Tanzania whose details are set out their website <http://www.tzdpd.or.tz/>.

The main strategic document outlining PFM reforms in Tanzania is the Public Financial Management Reform Program Phase IV (PFMRP IV) launched in June 2012 with a basket fund set up to support the implementation of the reforms. A new phase is being developed and will be operational from 2018. The program is result driven based on a solid and comprehensive M&E framework covering 6 key result areas from revenue management to cross-cutting change management. The PFMRP IV is co-funded by Government and under the supervision of Permanent Secretary Treasury, Ministry of Finance. Key stakeholders outside the Ministry of Finance include PMORALG with a specific key result area on support PFM reforms at local government and POPSM. Beneficiaries of the programme extend to sector ministries and Local Government Authorities.

The PFM DPG interfaces with the Government on various levels. There is a PFMRP secretariat (headed by a coordinator) within the Ministry of Finance supervised by the Director of Planning under the leadership of the Deputy Permanent Secretary PFM. The Programme Management Committee, PMC, is called by the Government of Tanzania, chaired by the Deputy Permanent Secretary for PFM reforms and co-chaired by the co-Chairs of the PFMDPG. The PMC prepares deliberations for final decision making at the level of the Joint Steering Committee, JSC, chaired by Permanent Secretary Treasury.

Scope of work

General:

The PFM coordinator will be responsible for supporting the co-Chairs to smoothly run and deliver the work plans of the PFM DPG.

The PFM Coordinator will work under the direction of the PFM DPG co-Chairs to help them exercise their responsibilities to meet the PFM DPG's purpose and objectives as set out below. This will entail the maintenance of close contact with KRA leads and members of PFM DPG and other sector groups such as GBS, DPG main and sector programmes/groups with whom the PFM DPG collaboration is critical. With the Government of Tanzania, this will include working relations with MoF, President's and Prime Ministers Offices, the Chief Secretary's Reform Coordination Unit, Planning Division within MoF, the PFMRP secretariat and PFMRP component managers.

Description of Responsibilities :

-
- Participate in meetings with the PFM DP group providing inputs and support as necessary to facilitate the DPs active participation and input into PFM RP Phase IV (PFM RP IV);
 - Keep abreast of the country's PFM policy reforms and general developments in the PFM area, as well as liaise with IMF and related other donor missions so as to brief DPs accordingly;
 - Prepare PFM DPG meeting agenda in draft for the Co-Chairs and attend all PFM DP meetings as secretary/observer maintaining minutes and records of the issues discussed and decisions taken as well as ensuring that minutes are distributed within an appropriate time frame (i.e. not more than one week after the event);
 - Assist in the development of an annual PFM DPG work programme / KRA meeting agendas for the PFM DPG;
 - Establish a milestone calendar (gant chart), based on the PHASE IV M&E that can be used by the PFM KRA leads and the Co-Chairs to guide their interactions with GoT counterparts;
 - Participate with KRA leads in meetings with GoT component managers in order to remain current and up to date on the performance status against the approved M&E framework. In this context, the coordinator will be charged with a) coordinating DP feedback on PFM RP budgets, plans and reports (narrative and financial) and b) provide own comments and analysis of these budgets, plans and reports to the DPG. The coordinator will keep track of this feedback process to ensure that comments are integrated in to subsequent versions of these plans/budgets/reports;
 - Work closely with the PFM RP Secretariat within the MoF's Planning Division, providing technical support as required to facilitate the execution of their work plan and the work performed in support of component managers;
 - Monitor progress against both the M&E framework, actions and indicators highlighting noteworthy issues and recommending possible courses of action where necessary;
 - Track compliance to the PFM RP MOU with basket funders and to the operations manual and providing warning signals of any deviations from these;
 - Support the PFM Co-Chairs designated to lead DPs for the PFM RP to participate in the GBS Annual Reviews, including preparatory work on the Underlying Principles assessment and the GBS PAF set-up and monitoring;
 - Maintain contact with the Reform Coordination Unit (RCU) in the Office of the Chief Secretary, Planning Division and other relevant Government Units;
 - Prepare briefs on PFM and related matters for DPG and other fora as directed periodically;
 - Contribute to other internal and external reviews as appropriate;
 - Maintain contact with other relevant DP / GoT groupings as necessary;
 - Assist in the coordination and delivery of workshops, conferences and seminars at the request of the co-chairs (eg with Parliamentary Committees, the CAG, MDAs, Non-State Actors etc.);
 - Manage any additional consultants or staff that may be engaged by or assigned to the Secretariat to help carry out any of the duties listed above, as required;
 - Keep informed and abreast of the full range of PFM related issues and activities in Tanzania;
 - Maintain the PFM DPG home page and store key documents.

Management arrangements

The PFM coordinator will work under direct supervision of the PFM DPG co-Chairs, but seek to support the PFM RP IV and wider PFM DPG group.

UNDP/ DPG Secretariat has the overall supervisory responsibility for contract management and funds utilization. Any performance issue and annual performance rating is arranged jointly with the DPG PFM Co-Chairs and approved by UNDP.

As part of the management setup, the DP PFM Coordinator is expected to be housed together with the PFM RP Secretariat in MoF and potentially with the PFM DPG Co-Chairs or PFM DPG members.

Competencies :

Management and Leadership

- Focuses on impact and results for the client and responds positively to feedback;
- Demonstrates strong management and networking skills in order to build strong relationships with partners and external actors;
- Have the stature to work and communicate with senior representatives of the Government, the DPG members, civil society and the private sector.

Development and Operational Effectiveness

- Ability to work comfortably and effectively with the PFM partners and stakeholders;
- Possess excellent organisational and management skills supporting the DP PFM Co-Chairs monitor and deliver results from the PFM DPG, the Budget Support PAF and other processes as needed;
- Provide high quality support to the Co-Chair management of the PFM DPG.

Qualifications :

Education:

- Master's level in International Development, Economics, Political Science, Public Administration or any other relevant field.

Experience:

- 5 years of relevant experience;
- Sound knowledge of and ability to apply public financial management principles, including knowledge of international practices in areas of Integrated Financial Management Systems, cash management, fund flows, reporting and budget management (including experience in budget analysis);
- General understanding of the importance of PFM vis-à-vis government, politicians, DPs, civil society and the private sector in Tanzania. Particular knowledge of (i) Tanzania's National Framework for Good Governance, its component programmes and the Mkukuta, (ii) DPs' economic and social development assistance programmes, (iii) the modus operandi of Government and of Development Partners in Tanzania, and (iv) general development principles, administration and experience in the same is required. Particularly the PFM coordinator will foster close links with the Ministry of Finance and PMORALG with whom co-ordination of PFM policy and implementation is critical.

Language:

- Excellent written and spoken English;
- Fluent written and spoken Kiswahili will be considered as an advantage.

Terms of Reference DPG Environment Secretariat Coordinator

ToRs DPG Environment Secretariat Coordinator

The DPG-E, the Development Partners Group on Environment, Natural Resources and Climate Change was formally established in 2004 with the aim to build a coordinated development partner response to the Government's Joint Assistance Strategy for Tanzania (JAST), within the overarching framework of the National Development Plan (MKUKUTA). Over the years the nature and objectives of the DPGE have evolved, and today the DPGE provides a

coordination platform for DPs active in Environment, Natural Resources and Climate Change to achieve the objectives detailed below.

The objectives of the DPG-E are:

- To support the Government of Tanzania in achieving its goals and targets in protection and sustainable management of Natural Resources, Environment and Climate Change, as stated in governmental development strategies.
- To conduct a structured policy dialogue with the Government of Tanzania (GoT) in the areas of Natural Resources, Environment and Climate Change, involving other stakeholders as deemed necessary.
- To enhance coherence, consistency, predictability and visibility of DP's projects and programmes.
- To facilitate joint advocacy & communication with the GoT, DPG main and other stakeholders, including civil society and private sector.

Within the Government of Tanzania, the DPG-E works closely with the Vice-President's Office (VPO), the Ministry of Natural Resources and Tourism (MNRT) and the Ministry of Agriculture, Livestock and Fisheries Development (MALF). The VPO is the core co-ordination body for the implementation of the Environmental Management Act and the National Climate Change Strategy, while Natural Resources management is governed by the MNRT and fisheries policy by the MALF. The DPG-E works also with the Government of Zanzibar for all policy issues within its remit. The DPG-E has also developed close contacts with other stakeholders, including NGOs, Private Sector and other community based organizations.

Detailed objectives and expected outputs for each of the areas covered by the DPGE are jointly discussed and reflected in the DPG-E rolling work-plan. The group is chaired by two Co-Chairs which are elected for a year with the possibility of renewal. The Co-chairs chair and secure venue for the monthly DPG-E meetings; represent the group vis-à-vis GoT and other stakeholders as well as DPG Main; ensure implementation of DPGE Work-plan; Manage (guidance and supervision) of DPG-E Secretariat. For areas of particular importance to the DPGE for which a closer follow-up and coordination is necessary (focal areas) a Coordinator is chosen amongst the Members. Focal areas include: Wildlife management, Forestry and climate change (including REDD+).

DPGE Members

African Development Bank, Belgium, Canada, Denmark, DFID (UK), European Union, FAO, Finland, France, Germany (and GIZ), Norway, UNDP, UNEP, UNESCO, USAID, World Bank, IFAD.

Purpose of the secretariat services:

The broad duties of the secretariat are fourfold:

- 1) Facilitate: Serve as main contact point for DPGE Members and general public. Support the implementation of the DPGE work-plan. Oversight of activities in the climate change, environmental and natural resources (wildlife and forestry) sectors as well for environment/climate change as a cross-cutting theme. Contribute to a high quality participation of DPG –E in policy dialogue, help to achieve a pooled analytical, implementation and funding mechanism for development partners.
- 2) Lead the preparation and follow-up of calendars for specific work-programs with the Government. Given current engagements with VPO, and possible future engagements with other Government entities, the secretariat will lead the process of preparing work agendas, engaging all different stakeholders, coordinating their agendas, and ensuring that meetings take place, with relevant stakeholders on both sides. The secretariat will be the engine to ensure that these meetings take place, coordinating all parties. Participation in the meetings and record keeping are required. Whenever warranted, input into the meetings are desired.
- 3) Administrate: Provide services such as: Prepare key documents and agendas for meetings, drafting minutes and sending those timely, organise meeting logistics, record-keeping of internal and external meetings, contacts and documents, organise technical workshops, internal communication.
- 4) Communicate: Support communication with other important DPGs, with strategic partners such as private sector and civil society and an interested public. Ensure updating of the DPG –E or general DPG webpages, process matrices and monitoring tools. Facilitate potential press work for the DPG – E and relations to the media. Share external communication, for example from consultants, researchers, other development agencies and institutions etc., amongst the group.
- 5) Support with strategic input: Provide strategic support to the DPG-E, help to develop a long-term perspective for the group, facilitate the creation of strategic alliances with other partners (donors, CSOs, private sector), provide technical back-stopping. Discussions in global organisations, academic institutions and think tanks will be followed and disseminated for DPG-E members.

Description of Responsibilities:

The areas of work will include but not be limited to:

- Focal point for DPG-E internal and external communication on climate change, environmental and NRM issues
- Assist DP's efforts in moving towards better coordinated or pooled funding
- Maintain calendar of events and website
- Collect information and circulate for relevant partners
- Prepare agendas and minutes of meetings
- Organize logistics and coordinate meetings, field visits, retreats and workshops
- Follow up on MTEF development, including analysis of GoT budget and actual spending within the environment, climate and natural resource sectors.
- Make regular updating of the "DPGE matrix"
- Organize meetings with external parties and for reviews, e.g. the Annual Sector Review
- Maintain correspondence; including maintaining member list and distribution list
- Keep records of documents important for the DPG-E and its sub-groups
- Support, prepare and organize for chairs meetings with visiting donors
- Coordinate with the DPG-main and with relevant DPG-sector secretariats and ensure alignment
- Support the co-chairs in DPG-E and focal points on a demand basis; this will include organizing thematic meetings between development partners and between development partners and government.

Performance Indicators will include:

- Meetings of DPG –E and sub-groups are timely undertaken, attended and recorded.
- The "DPGE Matrix" reflects DP activities in environment, climate change and natural resource activities on a quarterly basis with increased harmonisation of activities
- Co-chairs feel they are effectively supported in their tasks
- DPG web-page kept updated on agreed relevant DPG-E issues

Management arrangements

The DPG-E Secretariat will work under direct supervision of the DPGE DPG co-Chairs, but seek to support the wider DPG-E group.

UNDP/DPG Secretariat has the overall supervisory responsibility for contract management and funds utilization. Any performance issue and annual performance rating is arranged jointly with the DPGE Co-Chairs and approved by UNDP.

As part of the management setup, the DPG-E Secretariat is expected to be housed at UNDP and work on a part-time basis of minimum of 75% days monthly. The salary for this position will be paid by DFID through UNDP.

Competencies:

Management and Leadership

- Focuses on impact and results for the client and responds positively to feedback;
- Demonstrates strong management and networking skills in order to build strong relationships with partners and external actors;
- Have the stature to work and communicate with senior representatives of the Government, the DPG members, civil society and the private sector.

Development and Operational Effectiveness

- Ability to work comfortably and effectively with the DPG-E partners and stakeholders;
- Possess excellent organisational and management skills supporting the DPG-E Co-Chairs monitor and deliver results from the DPG-E, and other processes as needed;
- Provide high quality support to the Co-Chair management of the DPG-E.
- Knowledge of the Tanzanian government, and in particular knowledge of sectors related to the DPGE (such as DoE, NEMC, MNRT, MALF, MoWI) will be considered as an advantage

Qualifications:

Education:

- BSc/BA in Natural Resources Management, Environmental or any other relevant sciences.

Experience:

- Minimum three years of relevant professional experience
- Sound knowledge of the environment, climate change and natural resources management in Tanzania.
- Familiarity with Development Cooperation.
- Excellent interpersonal skills
- Organisational development skills
- Proven pro-active and self-motivation skills
- Excellent ability to work independently

Language:

- Excellent written and spoken English;
- Fluent written and spoken Kiswahili will be considered as an advantage.

Terms of Reference DPG Main –Development Management Specialist

ToR DPG-Development Management Specialist

The post functions under the overall guidance of UNDP Resident Representative/UN Resident Coordinator in his or her capacity as the Permanent DPG Chair. The Development Management Specialist-Development Effectiveness will be responsible for managing the Development Partners Group (DPG) Secretariat, which UNDP is providing a permanent secretariat support to Development Partners, and providing advisory and technical Support to the Government on development coordination, management and effectiveness matters.

The work of the Development Management Specialist – Development Effectiveness will:

Summary of Key Functions:

- Provide advisory support to the Development Partners Co-Chairs as well as the Group itself as a head of the DPG Secretariat;
- Advisory and technical; support to the national framework of the development effectiveness (Development Cooperation Framework for Tanzania) and strengthening development (including SSC and Aid) management systems, processes and capacity;
- Programme management support for projects that support development management in Tanzania;
- Provide advisory support to UN RC on development effectiveness in the context of UN Delivering as One Reform;
- Contribution to UNDP practices on development effectiveness matters.

Duties and Responsibilities

Advisory Support to the Development Partners Chairs and the Group itself (DPG):

- Provide guidance and implement broad strategic directions as agreed with and by the DPG Co-Chairs; on behalf of Development Partners Group;
- Provide advisory, analytical and technical support to the Development Partners Group (DPG) on the issues regarding development management, coordination and effectiveness as well as strengthen development partnership;
- Provide strategic advisory to the partners Group in facilitating policy dialogue on a number of key overcharging policy issues through the DPG monthly meetings and other DPG special discussions on topic agreed by the DPG;
- Provide advisory and technical support to the Development Cooperation Forum (DCF) and implementation of Development Cooperation Framework i.e. organize quarterly Development Cooperation Forum (DCF) meeting;
- Regularly strategic advisory briefing to the DPG co-facilitators on development coordination, management and effectiveness in the context of national processes;
- Provide advisory support to the OECD - DAC country-level activities, including country-case Studies, evaluations, and survey, etc.

Advisory and Technical Support to National Framework of Development Effectiveness and Strengthening Aid Management

- Advise the MoF on the development and implementation of appropriate strategies and interventions for enhancing development effectiveness and the strengthening of Government capacities for effectiveness development management;
- Provide strategic advisory support to the Government on the implementation of national development frameworks;
- Provide advisory support to the Government Secretariat and areas of work as agreed by the DPG and the Government on issues related to development management and effectiveness. Including technical advice in strengthening dialogue structure, Division of Labors, etc.;
- Provide neutral and impartial technical advice to both the Government of Tanzania and its Development Partners in the implementation of mechanisms and approaches for the promotion of mutual accountability in partnership relations;
- Provide advisory support to the MoF in enhancing its capacity and lead in OECD-DAC related activities, including policy coherence;
- Liaise with other advisors in Zanzibar as needed in ensuring the provision of necessary support to the Development Cooperation process.

Programme Management Support for development management and effectiveness portfolio:

- Provide advisory and Management support in programme implementation with specific focus on development coordination, harmonization, alignment and effectiveness;
- As the Head of the DPG Secretariat, meet project oversight and management responsibilities for the strengthening of the DPG Secretariat support and manage day-to-day functions of the DPG Secretariat, including leading the work planning process;
- Supervise staff in the DPG Secretariat.

Provide advisory support to UN Resident Coordinator on development effectiveness in the context of UN Delivering as One Reform.

- Analytical support the UN Resident Coordinator and UN Country Team in ensuring a strategic engagement of the UN in the development cooperation and DPG;
- Assist the contribution of UN agencies under Delivering as One to support the development effectiveness agenda in Tanzania

Contribution to UNDP practices on Development Effectiveness Matters:

- Support the UN/UNDP capacity and positioning in terms of development effectiveness agenda;
- Provides strategic advisory support to the UNDP on development effectiveness issue.

Impact or Results:

- Effective development partnership and incrementally higher level of development effectiveness in country;
- Higher level of understanding and deeper knowledge among Development Partners (including UN agencies) of the development architecture in Tanzania.

Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the U N's values and ethical standards
- Promotes the vision Mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office;
- Greater knowledge in national development coordination, harmonization and alignment agenda and knowledge in promoting South-South Cooperation;
- Greater knowledge in national development management processes (Planning, Budgeting/MTEF, Poverty Reduction, PFM, etc);
- Ability to advocate and provide policy advice;
- Actively works towards continuing personal learning and development in one or more practice areas, act on learning plan and applies newly acquired skills.

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting;
- Ability to lead formulation, implementation, monitoring and evaluation of development , programmes and projects, mobilize resources;
- Good knowledge of the Result its Management Guide and Toolkit

-
- Strong IT skills
 - Ability to lead implementation of new systems (business side), and affect staff behavioral/attitudinal change

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and ability to manage complexities;
- Ability to lead effectively, mentoring as well as conflict resolution skills;
- Demonstrates strong oral and written communication skills;
- Remains calm, in control and good humored even under pressure;
- Proven networking, team-building, organizational and communication skills.

Required Skills and Experience

Education:

- Advanced degree (Master) in social sciences including economics, international development, and development studies.

Experience:

- At least 7 years of experience in development management, including coordination and effectiveness;
- Experience working with donors and government counterparts on Paris, Accra, Busan and Mexico-linked partnerships for development;
- Experience in global and national debates related to use of national systems to enhance aid and development effectiveness;
- Familiarity with UNDAF processes, such as formulation and implementation of joint UN initiatives;
- Familiarity with work processes in Ministries of Finance and government planning institutions.

Language Requirements:

- Fluency in oral and written English is required;
- Knowledge of Kiswahili will be considered an asset.