

United Nations Tanzania

United Nations Development Assistance Plan

(UNDAP, July 2011- June 2015)

UNDAP 2011-2015 endorsed by GoT/UN Joint Steering Committee 13 December 2010

**United Nations Tanzania
Office of the United Nations Resident Coordinator in Tanzania**

**United Nations Development Assistance Plan July 2011- June 2015
United Republic of Tanzania**

A United Vision: Working Together for the United Republic of Tanzania
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Executive Summary

The United Nations Development Assistance Plan (UNDAP) is the business plan of 20 UN agencies, funds and programmes in Tanzania for the period July 2011 to June 2015. This 'One plan' for Tanzania supports the achievement of the international development goals, the Millennium Declaration and related Millennium Development Goals (MDGs), national development priorities which are consistent with the MDGs, and the realisation of international human rights in the country, including the right to humanitarian assistance for refugees.

The UNDAP replaces the current joint UN programmes and the multiple UN-supported initiatives in the United Nations Development Assistance Framework (UNDAF) with a single, coherent business plan for all UN funds, programmes and agencies in Tanzania, in which each is responsible for delivery on a set of key actions that jointly contribute to shared results.

UNDAP enhances national ownership and UN accountability by articulating the precise UN contribution to the national priorities outlined in the national poverty reduction strategies, MKUKUTA & MKUZA II 2011-15.¹ These national development frameworks are seen as supportive of international commitments including the MDGs. UNDAP is aligned to the national annual planning cycle, July to June. The accountability of the UN system at normative functional and programmatic level is fully articulated, down to the individual agency, and guided by the principles of effective development cooperation laid down in the Joint Assistance Strategy for Tanzania (JAST). The UNDAP responds to the UN mandate and mission in Tanzania in ensuring inclusiveness of all state and non-state actors in the development of the country.

The Human Rights Based Approach (HRBA) and Results Based Management have been central to the development of the UNDAP. The former underlines that participating in and enjoying the benefits of development is a right of every individual. Therefore, HRBA provides an analytical lens to assess the capacities of both the duty bearers and rights holders; identifying which capacity deficits require attention in order that individuals' rights to development can be realised.

Furthermore, gender equality and women's empowerment is a UN mandate, a GoT goal, and a programming principle for development assistance within the UNDAP. The situation of women and children in Tanzania calls for additional, coordinated and comprehensive gender-specific activities to deal with persistent gender disparities.

UNDAP also systematically mainstreams environmental sustainability and capacity development. Relevant crosscutting issues of conflict prevention, disaster risk reduction (DRR), food security, indigenous people, volunteerism, HIV and AIDS and employment and decent work have been considered and reflected where relevant in planning.

UNDAP reduces duplication in planning requirements for UN agencies and national partners, for some agencies replacing the current requirements of the UNDAF and agency-specific country programme planning documents. The new approach is in line with the UNDG approved guidelines on UNDAF simplified programming and Action Plans.

¹ The annual UNDAP reviews will allow adjustment of the plan to align to the five year investment plan, currently being developed by the GoT.

UNDAP enhances the UN focus on results by bringing together agency specific planning requirements in a consistent and seamless manner, ensuring a 'necessary and sufficient' programme logic in the results chain and resource requirements. The plan outlines linkages to regional and global initiatives at the sectoral level, forging greater synergy between UN plans in addition to support of larger multilateral and bilateral programmes. Annual reviews and adjustments ensure the continued relevance of the UNDAP; the plan and its implementation modalities ensure coherence and consistency from actions to results to reporting, yielding a synergistic effect.

UNDAP's programme matrix is structured such that each key action has one agency responsible for delivery. Outputs are at times deliverable by single agencies, but more often by more than one whilst at outcome level, several agencies are jointly accountable for the achievement of results. At programme level, a lead agency is designated to ensure coordination and strengthening of partnerships both within the UN and with other development partners in the country. The implementation modalities within Delivering as One (DaO) ensure efficiency and reduction in costs whilst minimising unnecessary duplication of effort in interactions between the UN and national systems.

Proposed Programme

UN programme interventions in the UND AP are strategic, focused and interlinked with the aim of delivering a more coherent, convergent and dynamic country programme of UN support. The four-year UN country programme for Tanzania has a total budget of \$777m.²

The programme focuses on strengthening the country's enabling environment for the fulfilment of human rights and pro-poor growth, building national capacity to deliver basic services while increasing coverage and quality, and responding quickly through humanitarian assistance which is tied to long-term development objectives. With the exception of direct programme delivery in emergency and refugee assistance and school-feeding (5 percent of UNDAP key actions), UNDAP strengthens and builds national capacities of state and non-state actors in policy and programme implementation, budgeting and strategic financial allocation, monitoring, evaluation and resource mobilisation.

UNDAP supports and contributes to the three clusters of MKUKUTA and MKUZA II. In Cluster 1, UNDAP proposes support for capacity development aimed at strengthening the key drivers of inclusive pro-poor economic growth, including pro-poor sector policies, agro-productivity and manufacturing linkages enhancement, improved employment opportunities and productivity of low-income entrepreneurs and wage earners, greater human development outcomes from trade, environmental and climate change mitigation and adaptation strategies (\$180m, 23 percent of UNDAP total programme budget)³.

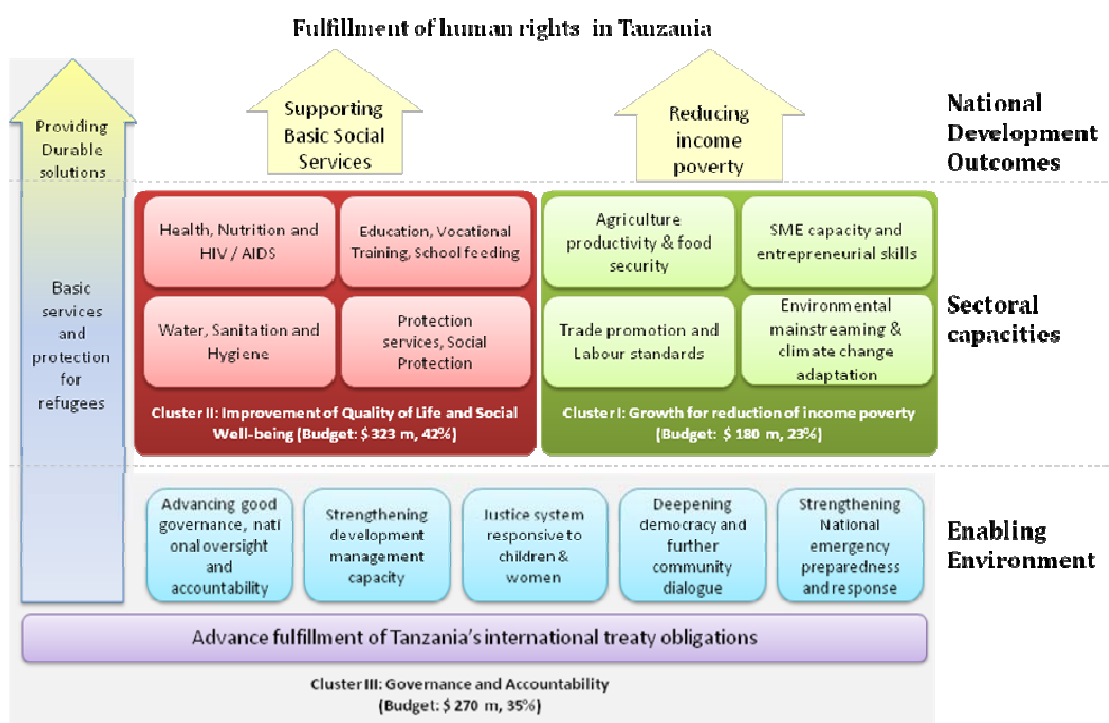
² Estimated amount: actual amounts will depend on availability of UN system agencies' resources and contributions from funding partners. Out of \$777m, \$772 represents the programme budget and \$5m the budget for support services and change management.

³ US dollars (\$) throughout the document

The UN plan in Cluster 2 targets enhancements of sector partner capacities in education, health, HIV and AIDS, WASH and social protection for sustained and rapid achievement of the MDGs (\$323m, 42 percent of UNDAP total programme budget).

The UN programme for Cluster 3 addresses the enabling environment for development – effective governance and delivery of public services, democracy, and further fulfilment of the GoT’s international treaty obligations, emergency preparedness and response, and continued solution-focussed assistance to refugees (\$270m, 35 percent).

Figure 1: UNDAP Areas of Cooperation



Budgetary Framework and One Fund

The 2011-2015 UNDAP budget reflects the total resources required for the implementation of the 10 UNDAP programmes for the four years, as well as the programme support costs. The budget is funded from UN agency core funds, those to be mobilised by agencies outside core and the One Fund. The latter is the mechanism through which donors finance the un-funded portion of the UNDAP budget for which UN agencies have indicated that resources need to be mobilized in Tanzania. The Joint Steering Committee (JSC) is responsible for overall management of the One Fund and approval for allocation of funds for activities in the 10 UNDAP programmes based on a set of agreed eligibility and performance criteria.

Programme Management and Accountability Arrangements

The UNDAP will be nationally executed under the overall co-ordination of the JSC, co-chaired by the Permanent Secretary of the Ministry of Finance and Economic Affairs and the UN Resident Coordinator (RC).

The UN Country Management Team (UNCMT) — composed of the RC, Heads, Representatives or Country Directors of UN agencies, funds and programmes, including Non Resident Agencies — manages and directs planning and implementation processes in fulfilment of the DaO Vision 2015 and agreed code of conduct. UNCMT members are accountable to the RC and each other for progress on DaO reform, effective implementation of the UNDAP, responsible use of resources and achievement of results. Where the situation requires, the RC, in the role of Humanitarian Coordinator ensures swift and effective use of UN resources for emergency response and assistance with support from the UNCMT along the modality of the Inter-Agency Standing Committee (IASC) cluster approach.

The Inter-Agency Programme Committee (IAPC) composed of senior programme staff from all UN agencies leads the development, implementation, monitoring and evaluation of UNDAP programmes. It reports to the UNCMT and oversees Programme Working Group's results and reporting.

Reporting to the IAPC, UN working groups on Gender, Human Rights and Planning, Monitoring & Evaluation support the UNCMT's efforts to achieve results within the framework of the DaO reform process.

Ten inter-agency Programme Working Groups (PWGs) are responsible for coordination and implementation of the agreed ten UNDAP programmes, each with a UN lead agency to facilitate decision-making, coordination and coherence. UN agencies are accountable for agreed agency-specific results and targets established in the PWG work plans. The PWG and the implementing partners are collectively accountable for the success of the programme of cooperation.⁴ Programme Management Committees (PMC), co-chaired by the UN lead agency and a Government Lead counterpart, coordinate each PWG. The PMC agrees on, monitors, and reviews work plans and advises on funding requirements as well as key implementation modalities. Further, the PMC is responsible for the bi-annual reporting of PWGs and agrees adjustments to UNDAP Programme Matrices based on annual reviews. UN agencies and IPs (both government and civil society) are members of the PMC, with the participation of DPs as appropriate.

To ensure coherence and linkages with upstream policy frameworks, the PWGs will receive technical support from three Senior UN Cluster Advisors tasked with helping strengthen UN's contribution in providing strategic policy support on key policy areas to national counterparts, representing a unified UN position.

The UN, together with IPs, will develop Annual Programme Work Plans (APWPs) for each of the ten PWGs, using a common process. APWPs will align with GoT's fiscal planning cycle, July to June. This will allow the UN to meaningfully participate in national and sub-national planning and review mechanisms.

As part of the national budgeting process – Medium Term Expenditure Framework (MTEF) and Aid Management Platform (AMP) – the UN will integrate national requirements for providing quarterly

⁴ The PWG structure has no relationship with UN Division of Labour in the JAST, nor is it intended to replace day-to-day technical engagement with the GoT; its primary purpose is to coordinate UN programming.

disbursement projections for each implementing partner. For the entire UN system to be able to plan, review and report systematically across the UN agencies – resident and non-resident, the UNCMT will deploy a web-based platform. The APWPs will be further refined based on the actual One Fund allocation and quality assurance processes, allowing plans to be coherent and responsive.

The PWGs APWPs will be signed in consultation with the Government (and where applicable with non-state partners). A separate arrangement for Zanzibar will ensure coordinated UN engagement with the government of Zanzibar. Bi-annual reviews will report progress made against the annual targets ascribed in the UNDAP M&E matrix.

For the implementation of UNDAP, the UNCMT will deploy and manage solutions for better technical collaboration between UN agencies, developing tools for knowledge exchange and measures to enhance knowledge acquisition and utilization.

Vision 2015: Delivering as One UN in Tanzania - Approved by the UN Country Management Team, 26 May 2010

The United Nations in Tanzania, thinking, speaking and acting to support Delivering as One, is an accountable, honest and trusted broker and partner to the Government and people of Tanzania and their Development Partners. The UN contributes to sustainable poverty reduction and the realization of human rights in line with Tanzania's national development vision⁵.

To support this vision, the UN will:

- Operate within the framework of national leadership, ownership and accountability through the systematic use of national systems;
- Build and maintain partnerships with development partners, non-state actors and the private sector in line with the Joint Assistance Strategy for Tanzania;
- Promote the integration of principles of human rights and equity, gender equality, culture and environmental sustainability in national policies, strategies, plans and budgets;
- Build sustainable national capacity; and
- Provide humanitarian assistance to people in need and support the transition from humanitarian assistance to sustainable development.

Delivering as One Outcomes 2011-2015

One Programme

The UN works together as an impartial advocate and adviser to the Government, Civil Society and the Tanzanian population to assist them to make evidence-based decisions using results based management. Partners to the UN understand the UN's value-addition, in comparison to other actors, in Tanzania's humanitarian and development context.

All outcomes in the focused, coherent and inclusive One Programme are achieved. Results are monitored and evaluated and the UN communicates its contribution to Tanzania's development goals. The approach to humanitarian and development assistance strategically links and integrates the two.

Empowered RC and UNCMT

The RC leads the UNCMT to develop and implement an inspiring and integrated strategic vision for the UN in Tanzania. All agency country representatives will report to the RC on matters related to the working of the UNCMT and implementation of UNDAF⁶.

⁵ The national and UN vision is in line with the MDGs and Millennium Declaration

⁶ This is from the UN RC Terms of Reference and agreed next steps in the UNDG Management and Accountability System

The UN leadership is empowered to manage the reform process and RC and UNCMT members are accountable for the effective implementation of UNDAP and the responsible use of resources and achievements of results.

The UNCMT has collective responsibility and ownership of the RC system.

The professional, capable and accountable UN team (all staff) works together as one, with respect and trust, and continually seeks ways to improve the work of the UN in Tanzania to achieve greater development results.

One Voice

The UN speaks with a coherent, distinctive strong voice that demonstrates its added-value to the Tanzanian development context, and which may distinguish itself, at times, from other actors. The right UN staff will speak and act at the right time in the right place on behalf of the UN system.

One Budgetary Framework

The UN in Tanzania will use a joint multi-year resource mobilization and allocation system based on a One Budgetary Framework that is transparent about programme costs, the costs of ongoing reform efforts as well as associated operational costs and the allocation of funds.

The UN in Tanzania aims to have funds un-earmarked to allow for increased flexibility in the allocation of funds.

One Set of Business Practices

The UN uses cost-effective business processes to provide common services in ICT, procurement, human resource and financial administration, to support the quality implementation of programmes.

The UN works in one location, virtually and physically.

We accept that UNDAP Results Matrix will be the tool to measure the collective ability of the UN to move forward in progressive support of Tanzania's development agenda. In pursuing these goals, the UN will ensure the transparent and accountable use of resources.

Signatures

Dr Alberic Kacou, UNDP Resident Representative and Resident Coordinator of the UN System

Ms Louise Sethwaelo, Representative, FAO

Mr John Gicharu, Representative, IFAD

Mr Alexio Musindo, Director, ILO Office for East Africa

Mr Pär Liljert, Head of Mission, IOM

Ms Patricia Francis, Executive Director, ITC

Mr. Musa Gassama, Regional Representative, East African Region, OHCHR

Dr Luc Barriere-Constantin, Country Coordinator, UNAIDS

Mr. David Morrison, Executive Secretary, UNCDF

Ms Manuela Tortora, Chief, Technical Cooperation Service, UNCTAD

Mr Philippe Poinot, Country Director, UNDP

Mr. Mounkaila Goumandakoye, Regional Director for Africa, UNEP

Ms Vibeke Jensen, Director/Representative, UNESCO

Dr Julitta Onabanjo, Representative, UNFPA

Mr Phillemon Mutashubirwa, Country Programme Manager, Tanzania, UN-Habitat

Mr Oluseyi Bajulaiye, Representative, UNHCR

Ms Dorothy Rozga, Representative, UNICEF

Mr Emmanuel Kalenzi, Representative, UNIDO

Ms Anna Collins-Falk, Country Programme Manager, Tanzania, UNIFEM/UN Women

Mr Ronald Sibanda, Representative and Country Director, WFP

Dr. Rufaro Chatora, Representative, WHO

Partnership, Values and Principles

The UN System in Tanzania is committed to strengthening national ownership, leadership and accountability of the development process. It pledges to support both national achievement of the Millennium Development Goals (MDGs) and Tanzania's development priorities as outlined in the National Strategy for Growth and Reduction of Poverty (NSGRP, known as MKUKUTA under its Kiswahili acronym) and the Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP, known as MKUZA under its Kiswahili acronym).

The UN will improve the impact of development interventions by building upon its comparative advantage as a trusted and honest broker, a facilitator of dialogue and an experienced partner in capacity development. It shall maintain strategic partnerships with the Government of the United Republic of Tanzania (GoT) as well as donors, non-state actors and the private sector, in accordance with the Joint Assistance Strategy for Tanzania (JAST).

The JAST conforms to the principles of the Monterrey Consensus on Financing for Development (2002), the Rome Declaration on Aid Harmonisation (2003), the Marrakech Memorandum on Managing for Results (2004), the Paris Declaration on Aid Effectiveness (2005) and the World Summit (2005). The UN, as a signatory to the JAST, agrees to four priority areas for immediate action: increasing aid predictability; integrating external resources in the GoT budget and exchequer system; harmonizing and rationalizing government and Development Partner processes; and strengthening capacity for external resource management and aid coordination.

A central element of the JAST is the assignment of *Lead*, *Active*, and *Delegating* roles within a coherent division of labour across the Development Partner Group (DPG). This is designed to encourage greater coherence and reduce transaction costs. UN agencies are Lead or Active in 17 of the 26 thematic/sector areas and contribute to a further six. The Resident Coordinator co-chairs the DPG.

The UN also acknowledges the decisive role that civil society organizations play in the development of Tanzania. The joint UN-Civil Society Advisory Committee, established in 2007, provides a formal mechanism by which the UN both receives strategic and substantive inputs from NSAs and effectively engages larger segments of the public through members' affiliations and networks. Through the UN Volunteers Programme, UNDAP will pursue the volunteerism modality as a delivery mechanism, tapping into Voluntary Involving Organizations in the development process to engage with citizens and communities, and improving the reach and sustainability of programme results.

The UN continually seeks to improve the coherence and efficiency of its operations in Tanzania. The UNDAP therefore builds on lessons learnt from previous planning exercises in Tanzania and the experiences of the Delivering as One pilot countries. The UN's experience of coordinating and harmonising diverse UN agency programmes as well as the inherent challenges of implementing, monitoring and reporting against delivery of the UNDAF informs the plan. It represents a strategic

decision to improve focus, establish realistic targets, strengthen transparency and thereby enable greater accountability while also ensuring strategic visibility for distinct UN agency mandates.⁷

The UNDAP captures the entire range of activities supported by the UN system in Tanzania for 2011-2015. It ensures consistency and provides a collective, coherent and strategic response by the UN system to the national priorities articulated in the MKUKUTA and MKUZA 2010-15. It is the result of inputs from representatives of the Government from the Mainland and Zanzibar, Resident Agencies, Non-Resident Agencies, Civil Society and Development Partners. At each step, quality assurance mechanisms facilitated the mainstreaming of the UN programming principles of Human Rights, Gender Equality, Environmental Sustainability, Capacity Development and Results Based Management.

The UNDAP responds to UN resolution A/RES/64/289 on system wide coherence, which supports the initiative of some countries to use, on a voluntary basis, common country programme documents. It reduces duplication in planning requirements for UN agencies and partners, for some agencies replacing the current requirements of the UNDAF and agency specific country programme planning documents. The new approach is in line with the UNDG approved guidelines on UNDAF simplified programming and Action Plans.

As part of the UNDAP development and in line with the agreement reached by UNDP, UNFPA, UNICEF and WFP, a Common Country Programme Document (CCPD) has been prepared and submitted together with agency specific annexes. The CCPD is an extract of the contribution of the four agencies to the UNDAP. To ensure consistency with 16 other agencies, the four agencies will plan, review and report against the UNDAP to the Joint Steering Committee. For other agencies, it may prove necessary to sign additional documents, derived and fully aligned with the UNDAP.

The UNDAP offers consistent programming logic. The focus on results is reinforced by a monitoring and reporting system that requires mid-year and annual reviews of performance against delivery of targets at the output level. Opportunity for adjustment of results, activities, required resources and future targets is afforded to ensure that the UNDAP remains current and reflects UN's continued relevance in Tanzania. Transparency is assured through public accountability of individual agencies for specific actions that contribute to shared results.

⁷ In response to key UN resolutions (62/208 TCPR 2007, 62/277 and 63/311 on SWC) and under the leadership of the Resident Coordinator, guidance note and key entry points to engage Non Resident Agencies (NRAs) were established during the UNDAP roadmap planning phase to ensure effective engagement of NRAs in the UNDAP 2011-2015. Based on the national priorities, NRAs - OHCHR, UNEP, UNCTAD, ITC and UNISDR - participated in the planning and development process of the UNDAP. These NRA's effective participation is evident in the action plan which reflects their relevant expertise and mandates to achieve the prioritized results.

Government Statement

UNDAP Agreements: Signature Page

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this UNDAP on this day [day, month, and year] in [name of city, name of country].

For the Government of the United Republic of Tanzania

Mr. Ramadhani Khijjah, Permanent Secretary, the Ministry of Finance and Economic Affairs

For the UN in Tanzania

Dr Alberic Kacou, UNDP Resident Representative and Resident Coordinator of the UN System

Ms Louise Sethwaelo , Representative, FAO

Mr John Gicharu, Representative, IFAD

Mr Alexio Musindo, Director, ILO Office for East Africa

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Mr Ronald Sibanda, Representative and Country Director, WFP

Dr. Rufaro Chatora, Representative, WHO

1. Development Context of Tanzania

This chapter summarises the performance of Tanzania against national objectives for the current UNDAF⁸ in each of the three clusters of the next generation MKUKUTA and MKUZA: economic growth and poverty reduction (including environment and climate change), quality of life and social well-being, and governance and accountability (including emergencies and refugees). Problem statements are aligned with UN commitments to a Human Rights Based Approach, with due reference to the MKUKUTA/MKUZA review, the formulation of the next generation MKUKUTA and MKUZA, and key national planning/policy documents. Working groups comprising of representatives of the Government from the Mainland and Zanzibar, Resident Agencies, Non-Resident Agencies, workers' and employers organisations, Civil Society, Private Sector, Academia, and Development Partners developed key problem statements, explored the relative contribution of particular causal factors, and identified the capacity gaps of duty bearers that underpinned these causal factors.⁹

1.1 Overall Development Challenges

Tanzania's annual Gross Domestic Product (GDP) growth since 2001 has been greater than 7 percent, significantly above the sub-Saharan African average, with some deceleration following the global financial crisis in 2008. The macro-economic situation has been steady despite global shocks: inflation was at a single digit for most of this period, increasing to 12.9 percent in 2009 due to food and fuel crises. The exchange rate is stable as a result of improved foreign exchange reserves and moderate inflation. The level of external debt has reduced from a high of 52.5 percent in 2003 to 33.6 percent of GDP in 2009. The country has benefitted from debt relief owing to its eligibility in the Heavily Indebted Poor Countries Initiative. Debt service payments reduced from 20 percent in 2000 to 7.4 percent of annual government revenue in 2008.

By the final quarter of 2008/9, economic growth slowed considerably, adversely affected by the global financial and economic crisis, marked by food shortages and a hike in global oil prices. Inflation reached double digits, the trade balance grew, and fiscal and budget deficits rose (2.7 percent to 3.8 percent 2007/8-2008/9). In response, the government has implemented a substantial economic stimulus package and it anticipates that economic growth will regain pre-crisis levels by 2012. However, there is concern about the long-term impact of new levels of public debt, both domestic and foreign. While the global economy continues to stall, the domestic economy must

⁸ UNDAF 2006 – 2010, extended until mid-2011 to enable full alignment of UNDAF with the national budget cycle.

⁹ UN agencies in Tanzania participating in the planning and drafting of the UNDAF utilised three key reviews by the national poverty monitoring agency in carrying out a common analysis of the progress, challenges, and the most pressing issues and developments, in the three cluster areas. The annual Poverty and Human Development Report 2009 (PHDR 2009) is the flagship publication of the country's national poverty monitoring system. A major evaluation report of MKUKUTA and MKUZA 1 in 2009 assessed the two national PRSPs. Most recently (June 2010), the Ministry of Finance and Economic Affairs published the new PRS's - MKUKUTA and MKUZA II (2010-15). The data in all three aforementioned reports, and presented in the UNDAF, is drawn from the most recent available in the national statistics database. A number of specialised reports and publications were also consulted in the course of drafting the UNDAF including the MDG Midterm Evaluation: 2000-2008 (2010) and Basic Education Statistics for Tanzania (2010).

deliver in terms of jobs and revenues that can sustain recurrent and development expenditure, supplemented by measures to raise additional financing.

Policy developments at global and regional levels have continued to shape the way Tanzania interacts with other economies. As was evident from the recent crisis, globally there are opportunities and constraints associated with the enhanced economic and financial integration. Not having an advanced financial sector fully integrated with development economies proved to be an advantage, but the slowdown in the OECD means that Tanzania faces challenges of maintaining its levels of traditional exports to these countries. Also, developments regionally, e.g. the East African Common Market, Southern African Development Community etc, are forces that will impact Tanzania's national development significantly through trade, movement of labour and capital. Furthermore, increasingly environmental protection and climate change policies will play a more important role in shaping the future economy of Tanzania.

The national MDG Midway Evaluation: 2000-2015 concluded that Tanzania was not on track to achieving several of the MDGs. Progress on MDGs related to primary education enrolment and gender equity was evident, but not in others such as income poverty and maternal health.¹⁰ On the Mainland three of eleven MDG indicators were assessed as 'achievable' (primary school enrolment, HIV prevalence amongst 15-24s, urban access to potable water), two were 'likely to be achieved' (under-5 and infant mortality rate), and six 'unlikely to be achieved' (income poverty, underweight and stunted under 5s, maternal mortality, skilled birth attendants, rural access to potable water). On Zanzibar, eight MDGs were 'achievable' whilst three were 'unlikely to be achieved' (income poverty, maternal mortality and skilled birth attendants). The evaluation concluded that a stronger focus on the MDGs within the national development targets and strategies was required to address significant disparities in achievement at the sub-national level across all MDGs.

Box One: Tanzania's Development Context

Tanzania's population is projected to be 43 million in 2010 (1.3 million living in Zanzibar), with 13 million (34 percent) living below the basic needs poverty line of approximately 40 US\$ cents. The level of food poverty amongst the population stands at 17 percent.¹¹ The country's population growth rate is 2.9 percent and is amongst the most rapid in the world.¹² About half (43 percent) of the population are children, 6 million of whom are living below the basic needs poverty line and 3 million below the food poverty line. Tanzania is one of world's poorest countries; it currently ranks 151 of 185 countries in terms of human development. The industrial sector is one of the smallest in the world (22.6 percent of GDP); economic diversification is limited. Agriculture supports 80 percent of the population but amounts to one-quarter of the economy (27 percent of GDP). One-third of the national budget is financed by foreign aid. Tanzania is the 8th largest recipient of overseas development assistance (ODA). The country received \$2.2 billion in ODA from development partners participating in OECD DAC in 2009, with significant funding from new developing country donors (figures not available). Even before the onset of the 2008 global economic and financial crisis, numerous obstacles in Tanzania reduced its potential for growth and poverty reduction. The country

¹⁰ URT, *Millennium Development Goals Report: Mid-way Evaluation: 2000-2008*, Table: Tanzania Mid-way Assessment at a Glance, p.iii.

¹¹ URT, *Household Budget Survey 2007*

¹² Calculations based on data from the 2002 national census

now faces the challenge of fostering development in an era of financial and economic crisis.

1.2 Clustered Analysis of Development Challenges

Cluster 1: Economic Growth and Poverty Reduction

MDGs 1, 3 and 8

Programme Working Groups (PWGs): Economic Growth; Environment and Climate Change

Economic Growth

Despite healthy economic growth, income poverty declined only marginally from 35.7 percent in 2000/1 to 33.6 percent in 2007. With a population growth rate of 2.9 percent (based on the 2002 census), the number of poor Tanzanians increased by 1.3 million over the last decade, reaching 12.9 million on the Mainland with vast geographical disparities in the incidence and depth of poverty. Such rapid population growth and limited accrual of benefits from growth for the poor poses challenges for achieving all the MDGs. Growth occurred in sectors where employment generation is low, whilst employment for the half a million people entering the labour market each year was in the poorly remunerated agricultural and the informal sectors, further pressurising poverty levels. Notwithstanding, amidst the mismatch between growth and poverty reduction, income equity – measured by the Gini Coefficient¹³ – remained unchanged between 1990 and 2007 at 0.35.

At 80 percent, the employment to population ratio is relatively high when compared to other countries in the region. By global standards, the unemployment rate in Tanzania is not abnormally steep, but a vast number (36 percent of those employed) live below the nationally defined poverty line, a further indication of low productivity and deficits in availability of decent work. Overall, the rate of unemployment is higher among young people (14.9 percent in 2006), and amongst women (12.6 percent in 2006): amongst men, it was 10.7 percent. Average monthly incomes amongst employed men are 1.67 times higher than that of female workers.

One of the most striking features of the labour market and employment is the existence of a large informal sector estimated to be more than 90 percent of the economy. The sector is characterised by poor working conditions.

Tanzania's fast growing industrial sector is still one of the smallest in Africa (22.6 percent by GDP contribution) and adds little to employment creation. Agriculture, the largest sector, accounts for one-quarter of GDP, 85 percent of exports, and employs 80 percent of the country's workforce (90 percent women). While some structural changes in the Tanzanian economy are visible, these shifts have not benefited the labour-intensive sectors, such as agriculture, fishing, services all of which experienced a decline in GDP growth rates from 2007. Global experience has shown that gains in agriculture productivity in particular can disproportionately benefit the poor and play a key role in reducing poverty.

Low rural sector productivity arises mainly from inadequate infrastructure investment, access to farm-inputs, extension services and credit, application of modern technology, trade and marketing support plus heavy dependency on rain-fed agriculture and unsustainable use of natural resources.

¹³ Gini Coefficient is a commonly used measure of inequality of income or wealth

Despite reform efforts, lasting structural change has proven elusive. Off-farm employment in the poorly paid informal sector is rising. Rural private sector and community institutions are undeveloped, further compounding inefficiencies and service gaps.

Productivity in agriculture as an enabler for poverty reduction cannot be overstated, however sustainable poverty reduction requires the economy to have an adequately developed non-agriculture sector to ease pressure on agriculture. The structural move towards manufacturing and services requires capital investments, human skills, and technological improvements all of which are in short supply in Tanzania. Without greater productivity gains and sound investments in physical and human capital, the country will remain vulnerable to economic shocks and the goal of achieving major poverty cuts will remain elusive. Thus, national and sub-national initiatives that provide support to enterprise creation and enhance productivity in agriculture and agro-industries including sustainable access to markets will enable more producer households and small businesses to enter the economic mainstream and broaden the base of economic participation.

Poor people are disproportionately concentrated in agriculture, micro and small enterprises, and the informal sector in Tanzania. In each sector (where women and the youth are over-represented), there is a lack of decent work opportunities owing to low wages, poor productivity, and low investments. For the poor (and in particular young men and women) to benefit from economic growth, the country needs more coherent national policies and strategies for creating decent jobs in agriculture, industrial/small business sector, and social enterprises. Culture is a fundamental component of sustainable development. Pro-poor policies are also required in cultural and creative industries to boost their role in economic growth. Trade policies need harmonisation: they currently provide insufficient space for integration and promotion of small local producers and proto-industrial enterprises, undermining their potential to provide economic opportunities for the poor. Moreover, Government's technical capacity for implementing pro-gender sensitive economic policies is particularly weak and requires significant support.

Broadening socio-economic development and effectively implementing the country's poverty reduction strategies continue to be serious challenges in Tanzania. Creating actionable plans has been constrained by key capacity deficits, limited financing, and the challenge of prioritising pro-poor expenditure. Tanzania requires support in accessing large-scale infrastructure development finance in addition to managing ODA and general budget support. Technical assistance and knowledge sharing is also required to enable the GoT to manage the economy for more effective pro-poor growth and promote equity enhancing policies, productivity growth, and decent work outcomes.

Tanzania has made little progress towards reducing extreme hunger and malnutrition. The 2010 Hunger Index ranks the situation as 'alarming'. Children in rural areas suffer substantially higher rates of malnutrition and chronic hunger, although urban-rural disparities narrowed for both stunting and underweight. Food poverty declined from 21.6 percent in 1991 to 16.6 percent in 2007. Nationally, the percentage of underweight children (under 5's) hardly dropped from 22 percent in 2004/5 to 21 percent in 2010, whilst the absolute number of people affected by chronic hunger remains high: food consumption of 4.1 percent of households in rural Mainland Tanzania is 'poor' and 18.9 percent 'borderline poor'.

While on a national level Tanzania regularly produces sufficient food for its requirements, many regions particularly in central, south east and north east Tanzania are vulnerable to hunger and food insecurity. Food insecurity is mainly a result of insufficient access to food at the household level leading to use of adverse coping strategies to respond to recurrent shocks such as high food prices, drought, pests and diseases. Environmental management and climate change adaptation amongst rural producers is inadequate as are the safety nets for mitigation of such reoccurring livelihood shocks that differentially affect women and men.

Environment and Climate Change

Tanzania's fast growing population of 43 million (including 1.3 million in Zanzibar) is highly dependent on the environment and natural resources for livelihoods and quality of life. Unsustainable harvesting of natural resources, water source encroachment and unchecked cultivation coupled with global climate change pose challenges for achieving and sustaining the MDGs for environment.

Demand for fresh water, food, natural products, land for cropping and grazing, shelter, wood and charcoal for household energy, deforestation and environmental degradation stretches resources utilization and management. Illegal fishing threatens the sustainability of marine stocks. Access to land resources and demands for various needs including biodiversity conservation and natural resources management gives rise to conflicts. Climate change effects are increasingly evident: flooding, droughts and environmental degradation are more severe; high temperatures are disturbing cropping patterns whilst rising sea levels are having detrimental consequences in coastal cities and communities.

The contribution of the environment and natural resources to the Gross Domestic Product in Tanzania has persistently been underestimated because of unrecorded consumption, and its high revenue potential (from royalty collections, export and tourism earnings, recycling and fixing of carbon dioxide and conservation of globally important biodiversity) unrealised. Various forest related activities provide significant employment opportunities, though their real contribution due to unrecorded labour in the collection of wood-fuels and other forest related products consumed by households is often undervalued.

Despite the important and varied roles played by environment and natural resources, there are challenges in ensuring sound management including deforestation, inadequate forestry extension services, inefficient wood-based industries and poor infrastructural facilities. Other issues are outdated legislation, fragmented administration at all levels between the centre and the local levels, lack of participation of various stakeholders in the management of the resources and poor resource databases, outdated and non existence of management plans for efficient resource use.

Capacities for managing natural resources including mainstreaming of climate change adaptation and mitigation are inadequate for the scale of the challenge, particularly in maximising pro-poor and gender aspects. MDA's lack effective capacities to manage natural resources, enforce anti-conflict policies, and apply environmental regulations and related Environmental Impact Assessments (EIAs). Technical and financial capacities to address these complex challenges are especially limited.

The Environmental Management Act (EMA), 2004 provides the legal and institutional framework for sustainable management of environment in Tanzania; it outlines principles for management, impact and risk assessments, prevention and control of pollution, waste management, environmental quality standards, public participation, compliance and enforcement. It also provides the basis for implementation of instruments on environment including the National Environment Policy. National capacities to support the Act's implementation including provisions for enforcement are yet to be developed. There is need for further support on implementation of the EMA through capacity building focusing at both national and local levels.

Energy is central to all aspects of human welfare, including access to water, agricultural productivity, health care, education, job creation and environmental sustainability. Evidently, access to energy is crucial to growth and poverty reduction although rural access remains low. The Government of Tanzania has recognized this and initiated programmes that support communities at local levels to engage partners in efforts to accelerate access to energy services. These efforts need to be scaled-up as a prerequisite to the achievement of all the MDGs.

Cluster 2: Quality of Life and Social Well Being

MDG 2, 3, 4, 5, 6 and 7

PWGs: Education, Health, HIV and AIDS, WASH and Social Protection

Education

Achievements in primary school enrolment following abolition of school fees in 2001 have been rapid, while pre-primary and secondary education likewise has shown steady expansion in the last few years. That said Tanzania's progress towards MDG 2 – Achieving Universal Primary Education – still faces challenges. These include ensuring cohort completion (81.4 percent in 2009), education quality (high pupil/teacher ratio of 54:1 in 2009) as well as the passing rate at the primary school leaving certificate level (49.4 percent in 2009)¹⁴. There are regional disparities in primary school access, with the proportion of enrolled children (7 – 13 years) ranging from only 70 percent in Tabora to 100 percent in Mwanza.¹⁵ Disparities exist in access to pre-primary and secondary schools: residence (urban vs. rural), household wealth and educational background all play a role. Disability, orphaning, child labour and other forms of vulnerability are additional barriers. Quality standards are noticeably declining at both primary and secondary levels, a consequence of the rapid increase in the school going population and enrolment expansion not matched by a requisite supply of quality related inputs such as qualified teachers, educational materials, sufficient classrooms, investments in school infrastructure and safety, water, sanitation and hygiene. Generally, schools tend to be neither healthy nor safe environments, particularly for adolescent girls. Low wages and conditions of work for teachers need attention as these factors affect their ability and motivation to deliver quality education.

Primary school enrolment ratios for girls and boys are near equal. One-third of children attend secondary schooling. In secondary schools (Forms 1 through 6), although the total number of girls enrolled has more than doubled between 2006 and 2010 (an increase of 230 percent), girl's

¹⁴ Basic Education Statistics in Tanzania (BEST): June 2010

¹⁵ Based on Basic Education Statistics in Tanzania (BEST): June 2010

enrolment as a proportion of total enrolment in 2010 stands at 44 percent, a decrease of 3 percent from 2006. Girl's share of Form 6 enrolment in 2010 was 39% of total enrolment¹⁶. Moreover, boys persistently perform better in national school examinations at both the primary and secondary levels, particularly in Mathematics and Science. In higher and tertiary education, girls' enrolment as a percentage of total enrolment touched 36 percent in 2008/9¹⁷.

By the age of 14 (lower secondary), approximately half of Tanzania's children have left the schooling system. Less than one percent enrolls in higher education institutions and this impacts all areas of development. Alternative opportunities for formal learning, basic literacy, and vocational (trade) education do not meet demand.

Key constraints in the sector can be traced to inadequate and inequitable access to quality education and coverage arising from many factors including: inadequate funding, disparities in resource allocations across districts and levels of education as well as poor management of resources to enable quality learning and teaching. Other constraints include managerial and financial shortcomings in national systems for policy implementation and service provision, poor capacities for evidence-based planning, budgeting, M&E, poor accountability and management for results.

Health and Nutrition

Tanzania's achievements in child health continue. Under-five mortality rates (MDG 4) continue to drop, from 147 deaths per 1,000 live births in 1999 to 81 in 2010. Likewise with infant mortality, from 99 deaths per 1000 live births in 1999 to 51 in 2010. Neonatal mortality accounts for 30 percent of under-five deaths. Improved child mortality is due to implementation of integrated management of childhood illnesses (IMCI) in all districts, provision of health services within an average walking distance of five kilometres (for 95 percent of the population), and increased immunisation coverage (83 percent of children). Recent improvements in malaria control, measles vaccination, Vitamin A supplementation and other preventative programmes (such as Preventing Mother-to-Child (PMTCT) HIV Transmission) have contributed. Neonatal deaths (26 per 1000 live births in 2010), by contrast, are associated with poor maternal health during pregnancy, inadequate obstetric and neonatal care at delivery.

Tanzania lags in the area of maternal health. The maternal mortality ratio in 2010 is estimated at 454 deaths per 100,000 live births, lower than the previous figure of 578 in 2004 but insufficient to the Health Sector Strategic Plan III target of 265 by 2015. About half of all deliveries are assisted by skilled attendants or take place in a health facility. The 'three delays' – decision to seek care; reaching appropriate care; intervention at facility – contribute significantly to the high maternal mortality and morbidities.

High maternal mortality is linked with high fertility rates and low socio-economic status of women. The total fertility rate in Tanzania over two decades has changed marginally, from 5.8 in 1996 to 5.4 in 2010. Rural women on average have three more children than their urban counterparts (rural 6.1, urban 3.7). The proportion of married women using contraception has risen steadily – from 13

¹⁶ Based on Basic Education Statistics in Tanzania (BEST): June 2010

¹⁷ Based on Higher Education Development Programme (HEDP): February 2010

percent in 1996 to 27.4 percent in 2010. Only 12 percent of women 15 to 24 years are using modern contraception, resulting in high teenage pregnancy rates. Amongst 18 year-old girls, more than half are pregnant or already mothers whilst one in three of all teenagers in the poorest households have given birth at least once. Teenage pregnancies – often a consequence of early marriage – carry a higher risk of maternal death.

Poor nutrition is common amongst women of reproductive age: one in two is chronically anaemic; one in ten has a low body mass index indicating chronic energy deficiency and elevated risk during pregnancy. Child malnutrition rates are also high: amongst children under the age of five, 35.4 percent are stunted and 20.7 percent are underweight in 2010. Anaemia affects more than two-thirds of all children whilst 8 percent suffer from severe anaemia. Breastfeeding of infants is a factor: 41 percent of newborns are not breastfed in the first hour of life and fewer than 15 percent up to the age of six months. Complementary foods given to infants are often inappropriate and adulterated with unclean water, both determinants of malnutrition. An overhaul of nutrition and other health policies, strategies and plans in support of maternal and child health are required to achieve the nutrition MDGs.

Communicable diseases are still the commonest cause of illnesses, death and disability in Tanzania and though efforts to control and prevent these diseases have been made, more needs to be done. HIV/AIDS, tuberculosis and malaria are among the priority infectious diseases in Tanzania targeted worldwide for control. Increasingly the country is confronted with the ‘double burden of disease’ as non-communicable diseases (NCDs) are being recognized as a public health problem. Common NCDs in Tanzania are diabetes, cancers, and chronic respiratory track and cardiovascular conditions.

The weakness in institutional preparedness to respond, in terms of inadequate equipment and supplies, and insufficient and unskilled staff, affects the quality of health care. Skilled health providers across the system are essential, as is filling posts (65 percent vacant). Continued commitment to the current national health sector and primary health care development efforts are also factors, including: increasing the number of health centres offering essential packages of care; overcoming equipment and reproductive health commodities shortages, addressing human resources challenges and working conditions for health workers; effective health care financing; improving information and referral systems and linkages with community mobilisation efforts.

HIV and AIDS

Tanzania’s progress on MDG 6 – Combating HIV and AIDS, Malaria and Other Diseases – is remarkable, but with an emphasis on vertical interventions in HIV and malaria. Malaria transmission, which plays a large part in child mortality, reduced significantly. Malaria prevalence in Zanzibar dropped from 46.2 percent in 2002 to 0.8 percent in 2006 due to improved malaria control as well as wide (and free) distribution and use of insecticide-treated bed nets (ITNs) – successes increasingly difficult to sustain in the long term. Malaria continues to be a severe challenge on the Mainland where it was 18.1 percent in 2007/8.

HIV prevalence declined from 7 percent in 2004 to 5.7 percent in 2008 in Mainland Tanzania and stabilised around 0.6 percent in Zanzibar. Disparities in prevalence exist amongst different socio-economic groups. Whilst amongst young people aged 15 to 24 (20 percent of the total population) it declined, infection among girls of the same age is disproportionately high (4 percent compared to 1

percent for young men). Only 39 percent of young women and 42 percent of young men have comprehensive knowledge of HIV. Low and inconsistent condom use, low risk perception, high-risk behaviour including multiple concurrent sexual partners and age-disparate sexual relationships are factors fuelling transmission.

Though Zanzibar has low levels of the epidemic, HIV prevalence is high amongst the Key Populations – injection drug users (15 percent), sex workers (10 percent) and men who have sex with men (12 percent) - who face stigma, discrimination, and limited access to services and information (comparable data on prevalence rates amongst Mainland Key Populations is unavailable). HIV Prevention, Care and Treatment Services have been significantly scaled-up nationally. More than 70 percent of centres providing antenatal care services now offer Prevention of Mother-to-Child HIV Transmission (PMTCT) services. Nevertheless significant service gaps remain. Only 68 percent of HIV-positive pregnant women and 50 percent of HIV exposed infants receive Anti-Retroviral Prophylaxis (ARVs) to prevent mother to child transmission. Integration of HIV and Sexual and Reproductive Health (SRH) services is limited. People Living with HIV and AIDS (PLHIV) still lack many services and participate only indirectly in prevention and policy advocacy efforts.

Strategies to mitigate the social and economic impact of HIV and AIDS have expanded although much still needs to be done. Cumulatively, the epidemic has orphaned over 1.3 million Tanzanian children since 1985: many receive assistance under the interventions of the National Costed Plan of Action for Most Vulnerable Children (NCPA). Of the total HIV-positive population in Tanzania, 840,000 (56 percent) are women (15 to 49 years).

Three key issues need addressing to improve sustainability and equity of the national response to HIV and AIDS. Human rights and gender equality needs to be mainstreamed in all HIV and AIDS services and programmes since socio-economic inequalities, gender discrimination, discriminatory and demeaning cultural/societal norms and widespread persistence of negative stereotypes continue to hinder access to care and treatment, particularly amongst Key Populations. Technical support and capacity development for the national effort in human rights mainstreaming is urgently needed. There is also need to address the remaining obstacles and barriers to full access to comprehensive quality HIV prevention and AIDS management services: LGAs in many parts of the country, in particular rural areas, continue to struggle in budgeting and planning for such services. Whilst disparities and differences in HIV and AIDS transmission, infection, and successful treatment are highly correlated with local availability of quality, affordable and comprehensive HIV and AIDS services, an effective national response requires greater focus on prevention and mitigation policies and strategies. Capacities of MDAs, LGAs and the national AIDS councils need development and enhancement in support of expansion and rollout of these national policies.

WASH

The current poor water, sanitation and hygiene situation in Tanzania leads to disease and loss of life, increased workload on poor women and children, loss of rights and dignity, economic loss and hindrance to development. Specifically, there is declining access to clean and safe water, inadequate access to improved sanitation, and poor hygiene practices in communities. Access to water and sanitation in schools and health facilities is particularly dire; whilst hygiene practices are inadequate. There is also insufficient coordination, emergency preparedness and response capacity in the WASH

sector nationally. The distribution of water resources for community development is still highly inequitable and present systems are proving difficult to maintain and sustain financially.

The main barriers to achieving MDG 7 (environmental sustainability; sustained access to drinking water and basic sanitation) is low political status, with very limited financial resources being allocated to sanitation and hygiene proportionate to the high negative impact of poor sanitation and hygiene on under five morbidity and mortality. The inter-sectoral nature of sanitation and hygiene and school WASH are further challenges given weak MDA coordination with no clear financing channels for scaled up programmes. Finances for water supply are not able to keep pace with population growth, with the situation compounded by high dysfunctionality rates but limited attention to sustainability of water supplies. In Zanzibar, there is a high reliance on the Treasury to subsidise supplies thus undermining sustainability of the Zanzibar Water Authority (ZAWA). Coordination across the sectors represented by different Ministries, emergency WASH preparedness and the quality of emergency WASH responses have also been poor.

The main WASH related capacity gaps to address include: weak coordination and limited resources leverage for sanitation, hygiene, school WASH and emergency WASH; limited clarity on funding and management mechanisms for scale up programmes; lack of harmonization of sanitation and hygiene approaches and school WASH; and limited knowledge on household water treatment and safe storage.

ZAWA's weak financial management systems and high levels of non-revenue water, weak environmental health impact-assessment skills and water resources monitoring capacities are of substantial concern.

Nationally, the WASH sector possesses weak M&E systems, with limited evidence based data collection and poor skills in analysis and documentation required for further advocacy. Capacity to evaluate equity issues and concerns, whilst engaging and targeting the needs of the most vulnerable, also requires substantial attention along with capacity building for advocacy amongst CSOs and the main WASH sector CSO networks.

Social Protection

Formal social security and health insurance covers a negligible, mostly urban-based and relatively well-off portion of the population, albeit with modest benefits. Ninety percent of the population has no protection in cases of life contingencies, livelihood shocks or severe deprivation. The UN Social Protection floor is a globally coherent social policy concept promoting national strategies for universal access to essential services and income support for those in need. A national social protection 'floor' could function as an important link between poverty alleviation and investments in socio-economic development, and urgently needs further debate in Tanzania.

A draft National Social Protection Framework (SPF) targeting vulnerable groups exists; however the process to prepare and plan for associated operational modalities, institutional arrangements, services, and resources is still on-hold pending approval of the SPF. A comprehensive review of national policies on social protection should continue with specific action to review and improve the existing legal and service structures, for a more secure and sustainable social protection system. Support for strengthening and extending contributory schemes, setting up regulatory systems to

ensure fairness and universal coverage of benefits and services to all, including vulnerable groups and poor families, is urgently needed.

The enactment of the Law of the Child Act in November 2009 marked an opportunity to create a protective environment for children. Children's care and development takes place in an environment of acute domestic insecurity. Orphaned or abandoned children number over two million; 20 percent 5 to 17 year olds are engaged in child labour. Only 8 percent of children under-five have a birth certificate. Massive external investment in the National Costed Plan of Action for Most Vulnerable Children (NCPA) has improved children's access to basic rights (food, education, and health services) but the scale of reach falls short of the number of vulnerable children. In addition, there has been little focus on identifying and responding to children in need of protection from abuse, violence and exploitation. The structures, systems and services for extending effective protection to children, including children with disabilities are lacking. Women's rights to protection from abuse and violence are similarly neglected.

There is an urgent requirement to increase and train personnel, develop monitoring and referral and response systems, strengthen district and national data collection, and promote shared awareness at community and statutory levels of children and women's protection rights.

Cluster 3: Governance, Emergencies and Refugees

MDG 8, crosscutting MDGs

PMGs: Governance; Emergencies and Disaster Response; Refugees

Governance

The Government recognizes in the new MKUKUTA and MKUZA that good governance is fundamental to achievement of the MDGs and improvements in the quality of life and social well-being of citizens.

Tanzania is a stable, peaceful, parliamentary democracy. During the last two decades, political pluralism has been introduced and multi-party elections have been held every five years since 1995. Nevertheless, party political platforms are often poorly formulated, lack distinctiveness, whilst the lack of attention to internal democracy, including advancement of women to leadership positions, pose obstacles to the realisation of democratic principles

Although the Parliament of the United Republic of Tanzania and the Zanzibar House of Representatives are increasingly active in overseeing the executive, there are still many weaknesses in ensuring government transparency and accountability including effective oversight of the implementation of Poverty Reduction Strategies. Recently developed corporate plans for the national legislatures indicated significant capacity needs in oversight, law making, and representation of citizens.

The broad-based national governance assessment and consultative African Peer Review Mechanism is underway. Political reconciliation in Zanzibar is still tentative and will require continued support. In Mainland Tanzania, conflicts over natural resource use and rights need addressing through strengthening local dialogue and dispute resolution mechanisms.

The GoT faces significant capacity challenges in managing development and achieving the MDGs. Monitoring and reporting on the implementation of poverty reduction strategies require continued improvement, and the coordination of implementation, evidence-based planning and budgeting need strengthening. Aid management including the dialogue structure with the stakeholders still poses a significant challenge. Several reform programmes are underway, but are slow in achieving results. Additional reform coordination is required whilst comprehensive efforts addressing corruption need further support.

The concept of rule of law, including human rights and legal traditions, is not widely understood or applied. Implementation in the justice sector is flawed by corruption, inadequate infrastructure and uneven national coverage, disadvantages facing women and children (including gender-based violence (GBV) and some cultural norms), and insufficient protection of the rights of the poor. While Tanzania is signatory to the international human rights regime, and the National Action Plan for Human Rights has been drafted, implementation is constrained by the delays in incorporating human rights into national laws, structural weaknesses in the justice system and inadequate attention to public education. In MKUKUTA, Tanzania highlighted the importance of promoting its cultural heritage to enhance national unity. The UN encourages the Government of Tanzania to implement international cultural normative instruments to further national cultural heritage preservation in all its forms.

Emergencies and Disaster Response

The right to life, safety, and support in life-threatening emergencies is a challenge. Tanzania is vulnerable to recurring natural disasters, climate change, declining environmental sustainability and food insecurity. These challenges require well-organized, multi-sector emergency early warning and preparation.

The policies, strategies, plans and structures to support disaster management in the country are substantially in place. However, deep analysis reveals pervasive inadequacies in prevention and disaster mitigations strategies, inadequate preparedness measures, poor quality and timely emergency responsive capacity, and few sustainable recovery options. There is little evidence of consideration of the anticipated impact of global climate change on emergency and disaster response.

Emergency and Disaster (E&D) response in Tanzania is coordinated centrally to ensure priority attention from the highest level of the executive. Line ministries are required to coordinate their E&D response through the E&D directorate in the PMO/Chief Ministers Office. This is in-line with international best practice. However, key line ministries lack the capacity to prioritise E&D planning and response in their own policies and planning: the effect is that key services in emergency (health, education, WASH etc) are not forthcoming when emergency and disaster strikes. Rapid response is further held back by the limited availability of immediately deployable, dedicated E&D funds. LGAs and communities lack awareness of E&D response services, whilst their communication needs during emergencies or the onset of a natural disaster such as early warning and early action bulletins is often unavailable. Within MDA's, access to the technology and the skills required to deliver and maintain communication needs in emergencies is lacking. The GoT conducts integrated food security

and nutrition assessments at least twice yearly, though it lacks the capacity to conduct comprehensive assessments.

Refugees

Tanzania is prone to refugee influxes, often of long duration. The UN is currently assisting 98,000 refugees in two camps in northwest Tanzania and vulnerable host communities. The country's geographical proximity to the strife-torn Congo Basin is responsible in part for the repeated refugee influxes. Tanzania was also an early signatory in the region of key international instruments on the rights and welfare of refugees and asylum seekers.¹⁸ In recent years, the government's focus has been on finding durable solutions to long-standing refugee settlement in the country, particularly voluntary repatriation to the country of origin, resettlement to third countries for camp-based refugees, as well as legal naturalization and local socioeconomic integration for some 170,000 settlements based former Burundian refugees residing in Tanzania since 1972. Migrants and asylum seekers experience challenges in accessing legal support and assistance.

¹⁸ United Nations Convention relating to the Status of Refugees (1951); Protocol Relating to the Status of Refugee Problems in African (1967)

2. From UNDAF to UNDAP

As the 'One Plan' for the UN in Tanzania, aligned to the national development priorities and the urgency of accelerating achievement of the MDGs, UNDAP replaces the several joint UN programmes and multiple of UN agency-supported initiatives captured in the UNDAF with a single, coherent business plan for UN agencies and development partners in Tanzania.

2.1 Lessons from the UNDAF and One Programme

The second-generation of UNDAF 2007-2010 (extended to June 2011), identified the need for more strategic, upstream and result-based policy support to national poverty reduction with increased attention to participation and benefits accruing to the most vulnerable in Tanzania from accelerated development and economic growth. UNDAF aligned with longer-term national development aspirations for high and shared economic growth, quality livelihoods, peace, stability, unity, good governance and international competitiveness outlined in the Vision 2025 (Mainland) and Vision 2020 (Zanzibar) plus the three outcome-oriented clusters of the MKUKUTA and MKUZA: growth and reduction and income poverty; quality of life and social well/social services and social well being; and good governance and national unity. The national PRSs fully domesticated the Millennium Declaration and the MDGs. The UN response also emphasised six cross cutting themes; gender, youth, children, HIV and AIDS, employment and the environment, whilst addressing humanitarian concerns in the country, including the transition from humanitarian to development assistance in the refugee hosting areas of north western Tanzania.

However, as a 'framework' for the UN agencies to operate in Tanzania, the current UNDAF lacked some of the essential components of a comprehensive, integrated business plan, such as action specific budgets and clear agency specific accountability parameters. The UNDAF echoed the Tanzanian national development priorities to which UN agencies contributed, without clearly identifying the specific, measurable UN contribution to national goals and targets. This in turn affected the coherence and focus of the UN interventions in Tanzania.

A further lesson from the UNDAF was the lack of programme logic in the results statements: outputs were sometimes too broad or insufficient to achieve the planned outcomes. Furthermore, the monitoring of the UNDAF was based against the indicators outlined for the national PRS monitoring system.

In the absence of meaningful prioritization and the then requirements for few priorities, the UNDAF and Country Programme (CP) outcomes remained broad statements that encompassed subsectors in which the UN planned to work. Agency mandates, staff programming 'comfort-zones', partner mandates, even the history of UN programming and technical capacity in the country, contributed to keeping UNDAF outcomes at a very broad level, and insufficiently focussed on results.

The experience of the DaO Joint Programmes offered further lessons upon which the UNDAP methodology was adopted. The 'One Programme' (40 percent of total agency country programmes

under UNDAF), developed after the UNDAF and individual agency CPs had been approved, was aligned to UNDAF and national PRS results and implemented through a number of inter-agency Joint Programmes (JPs). The JPs sought to respond to national priorities and represented sectors in which the UN had the capacity to respond to the development gaps. The JP approach involved establishing new collaborations amongst various UN agencies and partners. This required joint work plans, joint budgets and defining common results for the JPs, in parallel with (and in some cases superseding) agency activities identified for implementation in the UNDAF and agency CPs. The joint planning and reporting processes increased coherence and coordination. According to the findings of the Country Led Evaluation of DaO (2010), factors contributing to better programmes included: joint programming; clear division of labour based on the comparative advantage and mandate of each agency; increased mutual accountability; an empowered UNCMT; and performance-based funding through the One Fund.

Nevertheless, key challenges emerged, similar to those confronted in the UNDAF. In a process that strived for inclusiveness and participation, ensuring strategic focus has proved to be challenging. Through the 'One Fund' the JPs received high initial funding, but without a concomitant analysis and review of the capacity of the recipient agency and national partner to successfully manage and absorb the resources. There was also a lack of specificity about what precisely the UN would contribute, thereby weakening monitoring and evaluation systems; participating agencies were therefore unaccountable for the achievement of common results, leaving considerable room for independent action.

In addition to the Joint Programme Annual Work Plans, the UN in Tanzania produced several Annual Work Plans (AWPs) aligned to the individual agency country programmes and the UNDAF 2007-10. There were different processes for each agency to monitor and report on their AWPs. However, in the case of Joint Programmes, the UN followed a common reporting structure, thereby allowing for limited performance-based One Fund allocations.

2.2 Joint Assistance Strategy for Tanzania (JAST)

The JAST has impacted on the UN's sector-focus and use of aid modalities, as well as strengthening links between sector and macro level processes. The JAST has contributed to sustainable development and poverty reduction by consolidating and coordinating GoT's efforts and DPs' support, including the UN, under a single government led framework. The Joint Country Analysis revealed that GoT has worked towards a more effective division of labour, cooperation and coordination among and between MDAs, regions and LGAs. The government has taken into account the principle of subsidiarity embodied in its policy of 'Decentralisation by Devolution', whereby the responsibility for the management and delivery of services is, where possible, devolved to the lowest unit of governance.

In order to support the implementation of the national PRSs, the JAST strategy is actively seeking to strengthen the underlying sector processes through dialogue among all stakeholders: GoT, DPs, and NSAs by using Sector Wide Approaches (SWAp). In the JAST, SWAps are seen as instruments for organising sector dialogue on strategic issues scrutinizing activities, associated spending plans and assessments of performance in implementation of sector policies and strategies, effectiveness of budget execution.

A revised JAST Action Plan (2009) places particular emphasis on: broad-based ownership with particular emphasis on the national sustainable capacity development; enhanced transparency of aid; stronger emphasis on results management; and inclusive and enhanced mutual accountability and domestic accountability frameworks.

Efforts to harmonize aid management systems on the Mainland with those on Zanzibar have borne fruit, with the Government of Zanzibar implementing these practices and introducing the union-wide principles of the JAST.

2.3 The UNDAP Approach and methodology

The UNDAP programming approach and methodology was designed bearing in mind the lessons learnt from the previous UNDAF cycle, the Delivering as One experience and JAST participation, and to respond to the recommendations emerging from the DaO Country Led Evaluation.

As illustrated in the comparative table below, the UNDAP is the complete programme of cooperation for all UN agencies, including specialised and non-resident for the next UN programme of cooperation with the GoT, June 2011-July 2015.

In the formulation of UNDAP, Working Groups (WGs) comprising Government representatives from the Mainland and Zanzibar, resident agencies, non-resident agencies, civil society and DPs first participated in a HRBA process of problem identification, causality analysis and duty bearers'/claim holders role and capacity gap analysis. These same groups then identified possible areas of intervention by the UN based upon the following criteria: national priorities, comparative advantage, capacity to deliver, overlap in areas of agency cooperation, alignment of implementing partners and indicative budget. WG's produced outcome statements reflecting the UNs' positioning to support duty bearers' capacity to deliver on key national goals and targets. At each step, quality assurance mechanisms supported the working groups mainstreaming of the UN programming principles of Human Rights, Gender Equality, Environmental Sustainability, Capacity Development and Results Based Management.

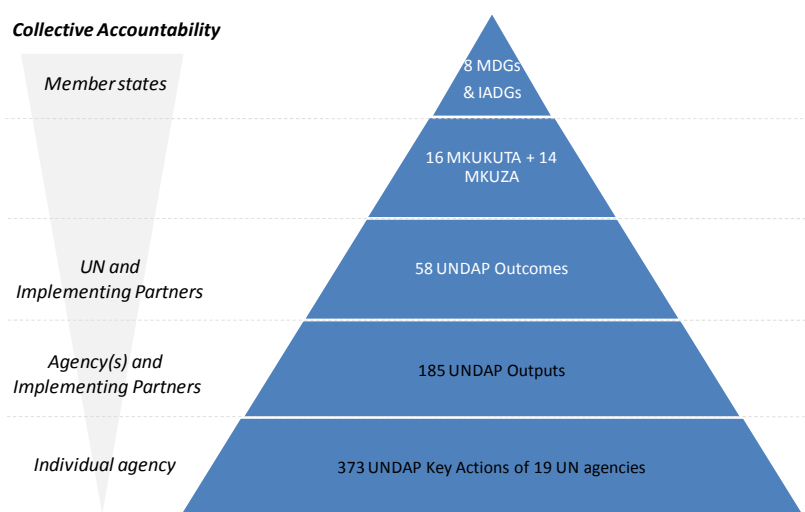
Figure 2: UNDAF and UNDAP: What is different?

UNDAF Jan 2007 - Jun 2011	UNDAP Jul 2011 - Jun 2015
1. A framework for the UN agencies to operate within Tanzania	1. A business plan for the UN agencies in Tanzania
2. Echoes Tanzania’s development priorities to which the UN would contribute	2. Articulates the contribution of the UN system to the national priorities
3. Agencies developed individual plans using UNDAF as the overarching framework (<i>out of these, 9 Joint Programmes developed</i>)	3. UNDAP is the plan for all UN agencies in Tanzania
4. Only Joint Programme reports reviewed annually (<i>performance based fund allocations</i>)	4. Entire UN Programme reviewed annually (<i>performance based fund allocations</i>)

In the second Phase, UNDAP outcome statements were augmented by outputs, key actions, cross cutting considerations, responsible agencies, implementing partners, geographical areas and action budgets to create a programme results matrix. Iterative quality assurance ensured ‘necessary and sufficient’ programme logic in the results chain. A programme monitoring and evaluation matrix complements the programme results matrix, with appropriate indicators, baselines, annual targets and specification of means of verification. A complementary DaO matrix defines the desired strategic results, actions and M&E of the support functions and reform process itself, to be partially funded from the One UN Fund.

These three matrices provide the framework for annual reporting and review of the UNDAP, affording an opportunity for adjustment of results, activities, resources and future targets to ensure the UN’s continued relevance in Tanzania.

Figure 3: UNDAP Results and Accountability



The UNDAP outcome statements articulate the desired effects of the UN’s programme of cooperation with implementing partners. Lower-level output statements define the products, goods

or development interventions required for the achievement of the desired outcomes. Key actions describe the implementation strategies planned by the agency to achieve the planned result. The level of specificity is broad enough to allow planning for a four-year cycle while being detailed enough to indicate agency contribution. Key actions are not individual activities but rather broad sets of sequential interventions under UNDAP: these will be further elaborated in the Annual Work Plans. The partnerships listed under key actions describe the agencies and implementing partners that will lead and support the completion of the activities and thereby achievement of outputs and outcomes. This also ascribes the joint accountability for results at various levels.

By means of UNDAP, work plans and budgets for all UN agencies have been jointly developed, fully aligned with the specialised strengths and competencies of each agency as identified in the JAST division of labour. This UN division of labour reflects the core mandates of each agency as well as the need for agencies to collaborate in delivering strategic outcomes and outputs by exploiting the expertise available across the UN system. Leadership and coordination of the UN planning phase was derived from this division of labour under the overarching joint authority of the GoT, the UNCMT and RCO system. Leadership and coordination for programme areas is logically clustered amongst UN agencies according to the national division of labour embodied in the JAST and agreed to by the development partners. At the national level, each UN agency will contribute either directly in a specific sector or in policy responses that may cut across several sectors.

UNDAP enhances UN focus on results by bringing together agency specific planning requirements in a consistent and seamless manner, ensuring a 'necessary and sufficient' programme logic in results chain and resource requirements. By means of annual reviews in line with national reviews, and necessary adjustments, UNDAP ensures coherence and consistency from actions to results to reporting.

UNDAP's programme matrix is structured as such that each key action has one agency responsible for the delivery. Outputs are mostly single agency, demonstrating increased specialization of agencies and, at outcome level, several agencies are jointly accountable for the achievement of results. At programme level, a lead agency is designated to ensure coordination and strengthening of partnerships both within UN and with government and other development partners in the country. The implementation modalities within DaO will ensure efficiency and reduction in costs whilst minimising unnecessary duplication of effort in interactions between the UN and national systems.

Quality plans and M&E matrices in UNDAP will enable annual reviews, reporting against targets and enhanced performance based funding. This will yield a synergistic effect, increasing the value addition of agency inputs.

The UNDAP is in line with national priorities and captures all of the UN's activities in Tanzania. For most agencies, the UNDAP substitutes individual agency specific country programme planning documents which are signed with the GoT. For others it may prove necessary to sign additional documents, derived and fully aligned with the UNDAP. The UNDAP is aligned to the national annual planning cycle July – June. The accountability of the UN system at normative functional level and programmatic level is fully articulated, down to individual agency level, and guided by the principles of effective development cooperation laid down in the JAST.

3. Proposed Programme of Co-operation

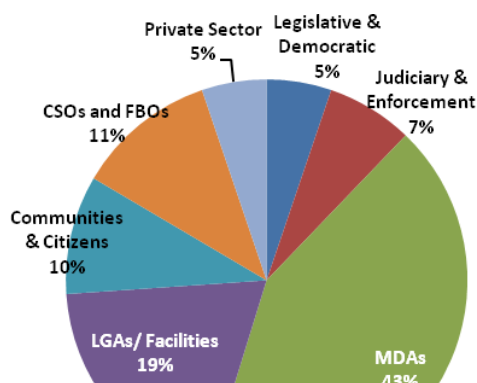
UNDAP is the UN business plan of 20 UN agencies, funds and programmes for the period July 2011-June 2015. This 'One plan' for Tanzania supports the achievement of the international agreed development goals of the UN, the MDGs, and the realisation of international human rights in the country, including the right to humanitarian assistance for refugees.

3.1 Overview of the UNDAP

The four-year UN country programme for Tanzania has a total budget of \$773m.

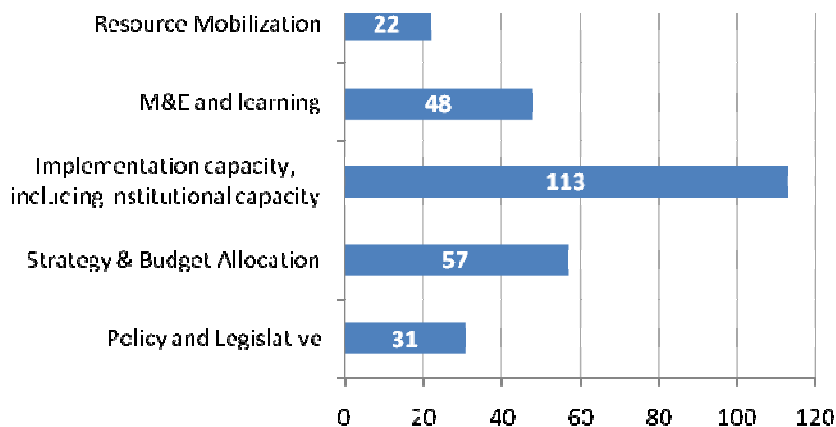
UNDAP outcomes focus on strengthening the country's enabling environment, building national capacity to deliver basic services and effectively deliver pro poor growth, and humanitarian assistance. To these ends, UNDAP focuses primarily on implementing partners' capacity development: only 18 of 373 key actions – 5 percent of the total - relate to direct service delivery, either piloting for lessons learned/future up-scaling, school feeding, and emergency/refugee assistance – but account for 31 percent (\$243 million) of the UNDAP programme budget.

Figure 4: Developing the capacity of whom? (UNDAP outcomes)



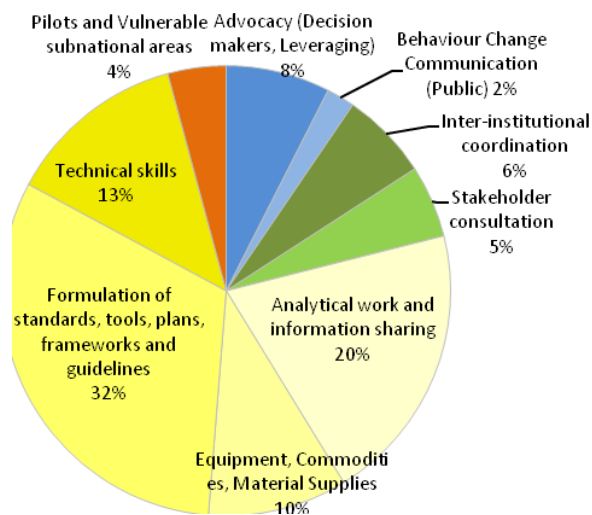
Two thirds of UNDAP outcomes target capacity development: 43 percent in MDAs, 19 percent in LGAs, 11 percent in CBOs and FBOs and 10 percent in Communities and Citizens. Capacity development activities (key actions) target implementing partner's skills in: implementation capacity, budgeting and strategic allocation, M&E, and resource mobilisation.

Figure 5: Developing capacity to do what? (UNDAP Outputs)



The UN will assist implementing partners by addressing their functional capacities: 75 percent of the UN's role concerns building partner skills in tools, plans, frameworks and guidelines for standards setting (32 percent of this total), supporting analytic work and information sharing (20 percent) amongst other functions. Partners convening roles and UN's communication and advocacy are also important components of UN capacity development actions.

Figure 6: UNDAP Capacity Development (Key Actions)



3.2 Detailed Overview by Programme Area

UNDAP supports and contributes to the three clusters of MKUKUTA and MKUZA II. Cluster 1 will enhance some of the key drivers for pro poor economic growth and governance, including productivity enhancement and environmental and climate change mitigation. Cluster 2 enhances partner capacities in education, health, HIV and AIDS, WASH and protection. The programme for

cluster 3 addresses the enabling environment for development – good governance and further fulfilment of the Government’s international treaty obligations. Environmental and disaster response and assistance to refugees is an important component of cluster 3 activities.

a) Cluster 1: Economic Growth and Poverty Reduction (\$180m; 23 percent)

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
Growth for reduction of income poverty	Growth and reduction of income poverty

- *About:* Supporting national achievement of economic growth, wealth creation, productivity enhancement and broad based pro-poor development
- *Programme Working Groups:*
 - Economic Growth (\$69m - 39 %)
 - Environment and Climate Change (\$110m – 61%)
- *Agency Roles:*
 - FAO (Improve agriculture, food security, forestry and fisheries)
 - ILO (Decent and productive work)
 - UNFPA (Generation and use of population data for policies and programmes)
 - ITC (Small business export)
 - UNCTAD (Trade promotion)
 - UNCDF (Microfinance & local economic development)
 - UNDP (Economic Governance, Growth and Environment)
 - UNEP (Environment & climate change)
 - UNESCO (Science, technology & innovation; conservation, entrepreneurship and culture for Development)
 - UNIDO (Industrial policies, productive and trade capacities, cleaner production and renewable energy)
 - UNIFEM/ UN Women (Enhancing women’s economic security and rights)
 - WFP (Food Security, nutrition, climate change adaptation/mitigation, transport and logistics)

Economic Growth

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
1.1 Pursuing sound macroeconomic management	1.1 Create an enabling environment for growth
1.2 Reducing income poverty through promoting inclusive, sustainable, and employment-enhancing growth	1.2 Promote sustainable and equitable pro-poor and broad based growth
1.3. Ensuring creation of productive and decent employment, especially for women and youth	1.3 Reduce income poverty and attain overall food security
	1.4 Create a vibrant private sector for economic growth.

UNDAP emphasizes economic empowerment and addressing structural problems in the economy as a high yielding strategy against income poverty in the country. UNDAP will provide strategic inputs

to pro-poor economic development by means of policy advocacy, capacity development, and knowledge sharing. These inputs will be delivered through partnership with a range of actors including government as the primary duty bearer - ensuring equality of opportunity, and investing in economic infrastructure - social partners including private sector actors such individual entrepreneurs, workers, as well as small private enterprises where a concentration of poor are directly or indirectly involved.

International financial institutions and bilateral donors are directly financing large-scale development projects or providing General Budget Support (GBS) to Tanzania. UN's comparative advantage lies in its ability to enable national stakeholders, through technical assistance and knowledge sharing, to better manage the economy, promote economic equity, and spur productivity and job creation. These attributes in the economy can make major inroads in reducing income poverty.

The UN will provide technical assistance to the government in developing an inclusive growth strategy. This will be achieved through upstream policy support at the national level, to assist relevant institutions to formulate pro-poor economic development policy responses that are backed by evidence, conform to good practice, and favour the poor and low-income households. This will require building analytical capacities within the government to help them make policy choices and develop a pro-poor public finance framework to invest in those economic sectors that are most likely to accelerate growth and employment. The work will entail strengthening national capacities including for research, policy analysis and implementation on employment, poverty reduction and productivity enhancement in key industries, application of science, technology and innovation in economic sectors, and use of tested mechanisms and tools such as environmental and population assessments.

At the sector level, which may also entail interventions at the sub-national level, economic actors will be provided support services to improve their productivity, particularly in those sectors such as agriculture, manufacturing and the services sector where more livelihood opportunities exists for low-income households. The plan encompasses interventions to strengthen value along the supply chain, particularly for smaller off-farm enterprises. Alongside this, technical assistance will target support structures and institutions for promoting public-private partnerships so that they can play a better role in providing services to small and medium enterprises and job seekers. Furthermore, the question of informality in the economy will be addressed through a range of activities that encourages informal businesses to enter the formal economy.

Trade will play an important role as a driver for enlarging market share and stimulating demand. Drawing on the expertise of various UN agencies, trade support will feature building capacities in the relevant ministries and private sector to assess market opportunities harmonising trade instruments, services, standards and policies to ensure a deeper integration and competitiveness in the East Africa Community. Due considerations will be given to ensure that trade itself does not create any negative ripples in the economy and marginalize the poor. The employability of young people will be enhanced through the provision of skills, namely through apprenticeships in the tourism/hospitality, manufacturing and infrastructure development sectors. Young people will access Business

Development Services, including training, mentorship and access to credit to enable them to be job creators rather than job seekers.

Lastly, awareness of labour standards supportive of decent work and enhanced productivity among employers and workers is addressed by training, technical assistance, and assistance to government, employers and workers' organisations.

Environment and climate change

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
1.4 Ensuring food security and climate change adaptation and mitigation	1.3 Reduce income poverty and attain overall food security
1.5 Allocating and utilizing national resources equitably and efficiently for growth and poverty reduction, especially in rural areas	

The UN recognises that sustainable and environmentally sound development plays a key role in reinforcing and broadening the impact of economic growth. This calls for timely enforcement of environmental laws and regulations to protect ecosystems, biodiversity, and the sustainable management of natural resources.

The UN programme will address forestry, wildlife and tourism collectively to capture their importance to biodiversity and ecosystem systems. In consideration of the needs of poor, the UN will facilitate development of by-laws and other practical tools for sustainable utilization of natural resources. The UN will provide assistance to government, in particular the Ministry of Finance and Economic Affairs, to formulate a national strategic investment framework for integration of financing opportunities (both national and international) arising from payments for provision of ecosystem services in carbon, water and biodiversity. The UN programme will enhance protected areas connectivity through continued support for wildlife corridor development in the country.

Coordination, enforcement and monitoring of environment and natural resources at national and local level requires government capacity enhancement. Sustainable natural resources management for the country's land, forest, fresh water and marine areas is needed. UN will support GoT to ensure that key sector MDAs and LGAs integrate environment and climate change adaptation and mitigation in their strategies and plans. The UN will facilitate establishment of an investment fund for climate change, and assist in developing mitigation strategies through training and technical support to national institutions including private sector. It will also promote renewable energy sources, improved energy standards, efficient technologies, and clean practices.

The UN will support inclusion in local plans good practices that promote community adaptation to climate variability, strengthen resilience to shocks and improve access to food, including small-scale water catchments, soil conservation and feeder roads. National frameworks for mainstreaming sustainable land management into national economic growth goals, and financing/payments for ecosystem services for carbon, water and biodiversity will be assisted.

b) Cluster 2: Quality of Life and Social Well-Being (\$323m; 42 percent)

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
Improvement of quality of life and social well-being	Well being and social services

- **About:** Supporting national coverage and quality of basic services, including protection for the most vulnerable
- **Working Groups:** Five working groups
 - Education (\$104m - 32%)
 - Health (\$129m - 40%)
 - WASH (\$19m - 6%)
 - Social Protection (\$30m - 9%), and
 - HIV/AIDS (\$41m - 13%)
- **Agency Roles:**
 - FAO (HIV/AIDS mainstreaming)
 - ILO (HIV/AIDS mainstreaming & social protection)
 - IOM (Human Trafficking)
 - UNAIDS (HIV/AIDS)
 - UNDP (HIV/AIDS)
 - UNESCO (Education and HIV/AIDS mainstreaming)
 - UNFPA (Maternal Health, Sexual and Reproductive Health, HIV/AIDS, gender mainstreaming, GBV and social protection)
 - UN-HABITAT (WASH)
 - UNICEF (Child/maternal health, Basic Education, Children and HIV/AIDS, Child Protection, Social Protection, WASH)
 - UNIFEM/UN Women (GBV and Gender mainstreaming)
 - WFP (School Feeding, Nutrition, HIV/AIDS, Safety nets)
 - WHO (Health, HIV/AIDS, Social Protection, WASH)

Education

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
2.1 Ensuring equitable access to quality education at all levels for males and females, and universal literacy for adults, both men and women	2.1 Ensure gender responsive and equitable access to quality education
2.2 Ensuring expansion of higher, technical and vocational education to support growth	

UNDAP addresses equitable and expanded access to quality education at all levels, including alternative learning opportunities for illiterate adults and out-of-school children. The UN supports the operationalisation of the national policy on Integrated Early Childhood Development to prepare children to enter primary schooling and to provide them with good foundation for lifelong learning.

UNDAP assists a broad range of initiatives aimed at significantly improving quality, inclusive learning and teaching in schools. The UN will aid the government in developing a national primary school feeding scheme thereby ensuring that all children attending school will have access to school meals, which will facilitate improved learning. Teachers in schools will benefit from the roll out of basic education in-service programmes in priority subjects, whilst the UN supports quality improvements in pre-service teacher training. A new strategic plan will address the national shortage in science and mathematics teachers, improve teaching and learning quality and participation in these subjects in secondary schools and in higher education.

UNDAP provides assistance for the national goals of ensuring that every child successfully completes free basic education, through evidence-based planning, management and quality assurance, and a thorough review of the school inspectorate.

Ensuring equal access to basic education in Tanzania grows progressively more difficult as girls approach puberty. Educational access for marginalized groups and other vulnerable groups, such as the disabled is also a problem as is inclusiveness in the teaching/learning process and the school environment generally. The UN will therefore provide technical aid in developing an Inclusive Education Strategy on both the Mainland and Zanzibar.

A quality Technical and Vocational Education and Training (TVET) system is crucial in the context of Tanzania in order to respond more appropriately to skilled labour demands, as well as to provide continuing and non-formal education to those children whose schooling progresses no further than lower secondary. UNDAP provides technical assistance in operationalising a TVET Development Programme, and in expanding provision of alternative learning opportunities, focusing on out-of-school children and adults who are not literate.

Health and Nutrition

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
2.3 Improving survival, health and well being of all children, women and vulnerable groups	2.2 Improved health delivery systems particularly to the most vulnerable groups
	2.5 Improve nutritional status of children and women, with focus on the most vulnerable groups

UNDAP provides for extensive technical engagement and comprehensive capacity building to fill the most pressing gaps at all levels in the health system, including in technical knowledge, planning, coordination and management, financial and budgeting skills. Specifically, the UN provides technical assistance in building and strengthening routine health data collection and analysis, to enable national, regional and local government planners to direct the resources to where they are required.

Extensive provision for enhanced training and skills development to enable health care workers to begin to deliver comprehensive priority services identified in the national health sector strategy, receives UN support. These services include Emergency Obstetric Care (EmOC), Maternal and Newborn Child Health, Integrated Management of Childhood Illnesses, SRH, Family Planning and Youth Friendly Services.

The UN provides technical support for the development of a national health sector training plan that will guide Human Resources (HR) planning nationally and address HR issues comprehensively at all levels. Technical assistance for training and accrediting community health workers in Tanzania, as well as support for initiatives that enhance the skills of health workers, receives UN assistance.

Strengthening community health structures for promoting local health and nutrition behaviours is prioritised in the UNDAP. The UN supports a review of such structures, expansion of further training and quality accreditation so as to strengthen community health services and respond to increased demand across Tanzania. The plan allocates substantial resources to be devoted to improving community health seeking behaviour.

The availability and supply of essential medicines and health commodities across the country for these and other programmes and strategies is addressed through technical support; national medicine policies and supply strategies will be reviewed with UN assistance.

The UN provides support for the national target of ensuring that quality EmOC, newborn and post-natal services are available in every tertiary and district health facility in the country by 2015. The UN will contribute some of its own resources to meeting the anticipated high demand for specialised EmOC equipment and commodities essential to the programme, through its engagement in the health sector wide approach (SWAP) on the mainland and support to health facilities in Zanzibar.

The UN prioritises expanded technical assistance and capacity building to help better integrate nutrition in the country's health policies, plans and budgets. Specifically, the plan supports national advocacy and leveraging of resources through the national health basket fund to ensure that essential nutrition services are delivered and supported through skilled staff in the regions and districts where they are most needed (including Zanzibar). Advocacy for the inclusion of nutrition in discussions on the development of the agricultural sector, on initiatives to enhance food security in the country, and for the improved regulation and sale of commercial fortified foods receives UN assistance.

HIV and AIDS

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
2.3 Improving survival, health and well being of all children, women and vulnerable groups	2.2 Improved health delivery systems particularly to the most vulnerable groups

The UN prioritises capacity building and technical assistance in implementing the national multi-sectoral strategic framework (NMSF) for HIV and AIDS and achieving the national goals for thematic areas of HIV prevention, care and treatment, impact mitigation with a focus on Most Vulnerable Children (MVCs), and PLHIVs, and the enabling environment, which are also in line with the UNGASS, MDG and Universal Access targets.

The primary UN contribution to universalise access to prevention, care and treatment, and impact mitigation programmes is through renewed focus on accelerating human rights and gender mainstreaming in all national strategies. The UN provides technical assistance on adherence to human rights and gender standards to the two national AIDS councils to coordinate national HIV

response, through advocacy, communication, capacity building and improved quality of service delivery. UN will also be working with non-state actors, the media, and with decision-makers in government and parliament to ensure an effective national HIV response is in place as part of its support for an enabling environment. Financial and technical assistance is also available to improve monitoring and evaluation, analysis and utilisation of aggregated data, and in understanding the drivers of the epidemic as well as the human rights issues surrounding Key Populations, including the disabled, adolescents and youths, and other vulnerable groups.

Pervasive public misconception, stigma and discrimination against PLHIVs, receive particular attention in the UNDAP . The UN will also assist initiatives and reviews that address the low-priority of HIV/AIDS in government departments, and in public/community structures. The UN envisages the development of effective and practical tools for Gender and Human Rights Mainstreaming.

UNDAP strengthens initiatives initiated from within PLHIV networks to contribute to the policy agenda and for wider and more consistent access to services.

The UN supports the focus on vulnerable groups, including a new and more comprehensive multi sector national HIV prevention strategy, focussing on identified high risk settings (high HIV prevalence regions, schools, learning institutions) and groups (out of school adolescents, girls, youths, Key Populations).

The UN will extend assistance to HIV and AIDS prevention programmes, and care, treatment and impact mitigation interventions, to reach employers and employees in sectors such as agriculture and the informal services sector where the majority of the country's workers earn their livelihoods. Technical assistance will be directed to build capacity in government to oversee, implement and monitor these HIV and AIDS workplace initiatives.

Millions of Tanzania's children are orphans, rendered vulnerable through death or illness of one or both parent: UNDAP provides the resources and technical assistance required to ensure that the NCPA for the care and support of most vulnerable children comes into effect.

WASH

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
2.4 Increasing access to affordable clean and safe water, sanitation and hygiene	2.3 Improved access to water, environmental sanitation and hygiene

UNDAP has an upstream focus, targeting technical assistance and capacity development towards improving national mechanisms for scaled up WASH, coordination of sanitation and hygiene initiatives, management of national water resources and, in Zanzibar, for water supply, and leveraging funds in the sector.

The UN prioritises provision of child, girl-friendly accessible WASH in schools as a key component of its plan, through supporting national coordination mechanisms, resource leveraging, development and capacity building for the application of good practice.

UNDAP reinforces efforts for a coordinated national response to household sanitation, hygiene and water treatment and safe water storage. Issues of hygiene and sanitation promotion, communication, and increasing the evidence base for the strategies used (utilising lessons learned from the Dar pilot and other initiatives)) are addressed. Assistance and financial aid for development of a national ‘sanitation and hygiene’ strategy will be provided, and a specific focus will be made in Zanzibar, in building a wider consensus in government in support of a guiding sanitation and hygiene policy.

The strengthening of the Zanzibar Water Authority and improved efficiency of the water supplies is allocated a relatively large proportion of the budget.

Issues of sustainability, environmental pollution, and climate related changes on water supply are addressed through technical assistance to ministries and government agencies in incorporating water resource management into sector plans, environmental health strategies and environmental impact assessments.

Social Protection

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
2.6 Providing adequate social protection and rights of the vulnerable and needy groups with basic needs, services and protection	2.6 Improved safety nets and social protection for poor and vulnerable groups

UNDAP focuses on public social protection mechanisms in Tanzania, both for addressing socio-economic vulnerabilities of the population and the need for protection services for children, women and families. Implementing a multi-sector coordinated approach to economic deprivation and insecurity through adequate public social protection measures is a national goal. As part of its commitment to this, the UN will build the capacity of decision-makers and relevant stakeholders to understand the importance of investing in social protection and safety nets.

UNDAP provides technical assistance to ensure that a coherent policy, legislative and regulatory framework on social protection is in place, and a functional institutional mechanism for coordination of social protection interventions is established. Through policy and budget analysis and costing of policy options, the UN further provides the resources and strengthens the capacity required to consolidate a substantive and credible evidence base to inform policy decisions in the field of social protection.

In addressing the need for more protective services for children and families, the UN will ensure the development of a child protection system in the country, and strengthen child protection responses within the next NCAP (2011-2015).

A key component of the national child protection strategy is the need for wider public comprehension of the need to eliminate abuse, violence and exploitation in the lives of children. Specifically, the UN allocates resources to develop better understanding amongst decision-makers and communities of issues concerning violence and abuse of children, and of gender based violence. Gaps in legislation and policies required to better protect children and women from abuse, violence,

and exploitation are targeted for specific action, including the operationalisation through rules and regulations of the Law of the Child Act (2010) and the Anti-Trafficking Act (2008).

The technical skills and competencies of government officials and civil society organizations to prevent and effectively respond to incidents of abuse against children and women also need strengthening alongside a clear procedural and legal framework. The UN will support this requirement for capacity enhancement, as well as directing resources to strengthen the country's mechanisms for collection and utilization of data in respect of women and children affected by abuse, violence and exploitation, in the justice and social welfare system.

c) Cluster Three: Governance; Emergency and Disaster Response; Refugees (\$270m; 35 percent)

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
Governance and accountability	Good governance and national unity

- *About: Good government, the rule of law, respect for human rights, protecting the weak and assisting those rendered vulnerable in disaster and emergency*
- *Working Groups: Two working groups*
 - *Governance (\$69m - 26%)*
 - *Emergencies (\$15m – 6%)*
 - *Refugees (\$186m - 68%)*
- *Agency Roles:*
 - *FAO (EPR in agriculture, forestry and fisheries)*
 - *ILO (Labour related conventions)*
 - *IOM (Asylum and Migration)*
 - *OHCHR (Human Rights reporting)*
 - *UNCDF (LGA financing)*
 - *UNDP (Good Governance, Democracy, Development Management)*
 - *UNESCO (Culture Conventions, Cultural Heritage, Freedom of Expression, Community and Inter-cultural Dialogue)*
 - *UNFPA (Gender discrimination, CEDAW reporting, SRH and GBV in emergencies)*
 - *UNHCR (Refugee services and durable solutions)*
 - *UNICEF (Child Justice, EPR, Children in Refugee Camps, Development Management for children, CRC reporting)*
 - *UNIFEM/UN Women (Gender Budgeting, GBV and gender equity)*
 - *WFP (EPR, Refugee and Host Community Services)*
 - *WHO (Health Emergency Preparedness)*

Governance

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
3.1 Ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels.	3.1 Promote sports, culture and preserve historical and cultural heritage
3.2 Improving public service delivery to all, especially to the poor and vulnerable	3.2 Ensure greater citizens participation in democratic governance
3.3 Promoting and protecting human rights for all, particularly for poor women, children, men and the vulnerable	3.3 Strengthen the rule of law, respect for human rights and access to justice
3.4 Ensuring national and personal security and safety of properties	3.4 Improve democratic institutions and national unity

Under government leadership, the UN in Tanzania aims to assist government and other partners to strengthen capacities to improve good governance. The UN brings particular value to partnership with government and others in anti-corruption, drawing on its experience in Tanzania and its trusted partner status with government, drawing on its global networks, knowledge and the UN treaty system. Government reforms have been slow and poorly coordinated, according to the government’s own assessments. UN assistance can help ensure stronger reform coordination, enlarged progress in anti-corruption, and the development of priority core reforms in Zanzibar.

Improved government capacity to lead, manage and coordinate international development assistance (aid) is another priority for UN partnership. This goal is closely linked to improved capacity for government to plan, budget, monitor, and evaluate services at the national and local level. Along with improved access to public services, the government has stated a desire to improve the systems and structures of governance to better secure effectiveness, predictability, transparency and participation. The UN stands ready to assist with policy coordination, planning capacity, aid management and coordination, skills development in financing, budgets, monitoring and reporting, and other capacity development initiatives to ensure necessary public policy, budget and programming attention is paid to gender equality, and women and children’s rights.

To improve the country’s level of engagement on human rights, both domestically and internationally, the UN provides technical assistance and capacity building to both government and civil society to ensure more credible, reliable and comprehensive monitoring and reporting in respect of the national adherence to international treaty obligations and fulfilment of human rights and development objectives.

The UN supports government’s reforms of the justice system on behalf of women and children, providing technical assistance to develop policies and strategies for strengthening child justice and juvenile justice, women’s legal rights and addressing gender based violence.

The UN has a strong record in support to the election management bodies and to the Union and Zanzibar parliaments. Those bodies and parliaments have requested renewed UN commitment and assistance.

The UN encourages community activities that support deeper democratic discourse and the peaceful settlement of conflict. Pilot project rural access to radio will be improved encouraging community dialogue and public affairs participation. The UN will promote peaceful dispute resolution mechanisms and processes at the community level.

Strengthening parliamentary efforts will focus on oversight capacities to help ensure government transparency and accountability, and on representation capacities to help ensure citizen voice and participation. Further modernized election management bodies will help ensure greater citizen informed participation in elections, especially participation of women, youth and marginalized groups. Non partisan support will be provided to political parties to modernize, open to the leadership of women and greater internal democracy.

The UN encourages freedom of opinion, expression, and access to information as a means of supporting informed citizens who can participate fully in the development of the nation and as a means towards transparency and accountability.

Horizon needs are likely to include the next stages of the Africa Peer Review Process, which has already produced a comprehensive governance analysis and draft action plan for Tanzania based on broad citizen engagement.

Emergencies and Disaster Response

MKUKUTA and MKUZA Goals	
MKUKUTA 2010-15	MKUZA 2010-15
3.3 Promoting and protecting human rights for all, particularly for poor women, children, men and the vulnerable	3.3 Strengthen the rule of law, respect for human rights and access to justice

The main focus of UN assistance is to enhance the disaster management capacity of the government authorities and local communities to maintain an effective coordinated emergency preparedness and response.

The UN will assist the government to establish effective communication mechanisms to enable communities to prepare for and respond to disasters in a timely and effective manner.

UN will develop sector level monitoring, supply prepositioning, and other support capacities to ensure intra-government coordination in core areas of WASH, Health, Education, Protection, Agriculture, Food Security and Nutrition.

Nutrition in emergency is addressed through support to MDAs to establish a responsive food distribution and needs assessment system that addresses most vulnerable populations. Efforts will be scaled up to ensure that the government continues to refine targeting criteria for the most vulnerable populations that are in need of humanitarian assistance.

Refugees

Efforts will be scaled up to ensure that the refugees remaining in the camps in North Western Tanzania continue to have access to basic services and protection in line with international norms and standards, including legal protection and documentation.

The UN will continue to strengthen environmental protection in refugee-populated areas.

Durable solutions for refugee populations will be pursued with the aim of ensuring voluntary repatriation, resettlement in third countries, or naturalisation and local integration. Receiving communities and LGAs will be empowered to absorb naturalised populations.

National and regional systems for migrants and asylum seekers will be strengthened with UN support. The public, civil servants and media will be sensitised on the rights and needs of refugees and asylum seekers. The UN will develop the capacities of higher learning institutions to deliver training on refugee and migrant law.

It should be noted that Tanzania, as most other developing countries, lacks sufficient resources to provide humanitarian assistance and solutions for the many refugees it has generously hosted throughout the estimated 40 years. The UN has a unique and leading global mandate to support humanitarian action wherever such action is required: the UN therefore will commit resources to continue support for camp-based refugees in Tanzania.

4. Common Services and Operations

Operations Management encompasses the support services of Procurement, Human Resources, ICT as well as Finance and Administration. Under the DaO reforms, procedures and business practices across the four areas are to be harmonized, wherever appropriate, to reduce transaction costs and improve efficiencies.

During the UNDAF 2007-2011, some gains were made in this regard. Long-Term Agreements (LTAs) were negotiated for local and small-scale products and general procurement plans developed. A skills-mapping and capacity assessment of the UNCT was undertaken and a database created to record staff data. A common IT platform for improved sharing of and access to information across the manifold agencies was introduced whilst the Harmonized Approach to Cash Transfer (HACT) was also adopted by several agencies.

Notwithstanding, the UNCT acknowledges that substantial work remains to fully realize optimum harmonization and anticipated benefits. Assessments have argued for potential savings (time and resources) and reduced transaction costs by the increased use of LTAs, better coordination, joint planning and bulk procurement. Across all operations, procedures must be simplified, partner costs cut and joint assurance activities undertaken. Through the application of micro assessments and mitigation activities as required, risks to the appropriate utilization of funds should be diminished. In accordance with the Paris Declaration on Aid Effectiveness, reliance on national systems should be promoted and capacity development support provided according to need.

Under the UNDAF, the Operations Management Team (OMT) will therefore work towards harmonizing procurement mechanisms supportive of national systems. OMT will pursue the creation of one procurement unit to manage UN procurement needs. A representative will be assigned to each of the PWGs to facilitate the production of accurate annual procurement plans, enabling timely delivery of goods and services for effective programme implementation. LTAs will be negotiated wherever practicable and a comprehensive catalogue of suppliers developed. A performance monitoring system incorporating internal quarterly assessment forms, market survey and random checks, will be introduced. Utilisation of government systems will be increased and capacities strengthened to eliminate current bottlenecks in the procurement and supply chain; due priority to be afforded to key government departments.

The OMT will instigate measures to maximise staff motivation and performance across programmes and operations. This will entail harmonisation of some key elements of the recruitment process, strengthening information-sharing and reducing process costs. Similarly, common approaches to job classification, with an emphasis on gender equity, will be advocated for and a harmonised appraisal and entitlements system instigated, where feasible. A second capacity assessment of all staff will be undertaken and mechanisms introduced to address any gaps therein identified. Additional training plans will be developed and implemented on an annual basis according to needs identified by PWGs and the OMT. To reduce recruitment costs and accelerate appointments for short-term assignments, a common consultant database will be established and regularly updated, and common rates for remuneration will be agreed.

Within finance and administration, the OMT will ensure systems are strengthened for improved efficacy, transparency and accountability. Through HACT, financial rules, procedures for receipting, disbursement, and reporting will be harmonized, and augmented by an agreed joint audit oversight and assurance plan for IPs in compliance with aid effectiveness principles. The HACT working group will be transformed into a programme support structure to facilitate full roll-out, including sensitisation on the adoption of common FACE forms and provision of training where required. In pursuit of a harmonised approach to costing, the OMT will be advocating and collaborating with agencies' headquarters to deliver a common Chart of Accounts, enabling accurate costing of programmes and operations across the UN system in Tanzania. Critically, there will be a drive to ensure the UN's and IPs' financial management systems become compliant with International Public Sector Accounting Standards (IPSAS) during the lifetime of the UNDAP.

The OMT's plan for strengthening Information Communication Technology (ICT) will enhance both programme and operations delivery. The common ICT platform will provide the mechanisms for improved planning, monitoring and reporting. Video-conferencing capabilities will be expanded, common voice and data services developed, and partner capacities augmented. The common ICT system will reduce duplication of service provision thereby increasing efficiencies and cost-effectiveness.

The pursuit of one location for the entire UN system in Tanzania will remain a key objective for effective operations and programme delivery. In Zanzibar, all relevant agencies share common premises, a common IT and telecommunications system, procurement and security arrangements. Notwithstanding, on the Mainland, only nine UN agencies share common premises in Dar es Salaam and three (out of six) in Kigoma. The OMT will therefore intensify dialogue with the government to explore options for a suitable plot to house UN agencies.

5. Communications

The DaO communication work plan for 2011-15 is structured around three pillars— advocacy, capacity building and internal communications— and reflects a strategic shift beyond public relations to using communication to influence thinking and behaviour. UN staff as well as the organisation’s key stakeholders will be empowered to advocate for Tanzania’s development goals and communicate the UN’s unique role in contributing to those achieving these goals with one coherent, distinct and strong voice.

Through the development of evidence-based advocacy and communication tools – the plan’s first pillar - the UN Communication Group (UNCG) produces key stakeholder information materials that articulate a set of strategic messages, results achieved and priorities of the UN in Tanzania, with a specific focus on joint advocacy initiatives on human rights and gender. Stakeholders include: development partners, media and CSOs, the general public, government and UN staff. Information material will be generated centrally within the UNCG to ensure its accuracy, coherence and increased impact on the UN’s image as well as UNDAP program goals. Producing materials that educate and promote inter-agency work on gender and human rights is a priority activity.

The UNCG will also assist key stakeholder groups to enhance the use of advocacy and communication tools. Given limited human and financial resources, UNCG focuses on capacity-building services among a strategic subset of stakeholders: UN staff, media and youth. UNCG will provide tailored trainings, meetings and consultations, to improve skills in communicating effectively on development issues and, for select staff, to speak on behalf of the system when required. The capacity building activities will emphasise collective UN assistance to Tanzania, and results delivered in the context of sectors highlighted in UNDAP.

The final pillar of the UNCG’s plan includes an internal communication strategy to improve information flow between agencies to keep UN staff well informed. The UNCG will ensure key messages, trends and facts are readily accessible to staff. Amongst other projects, the group will develop the UN Tanzania Brand, including guidelines for implementation, such that the image of the UN projected by individual agencies is powerful, distinct and consistent, while also ensuring visibility for the distinct brand/mandates of the individual agencies.

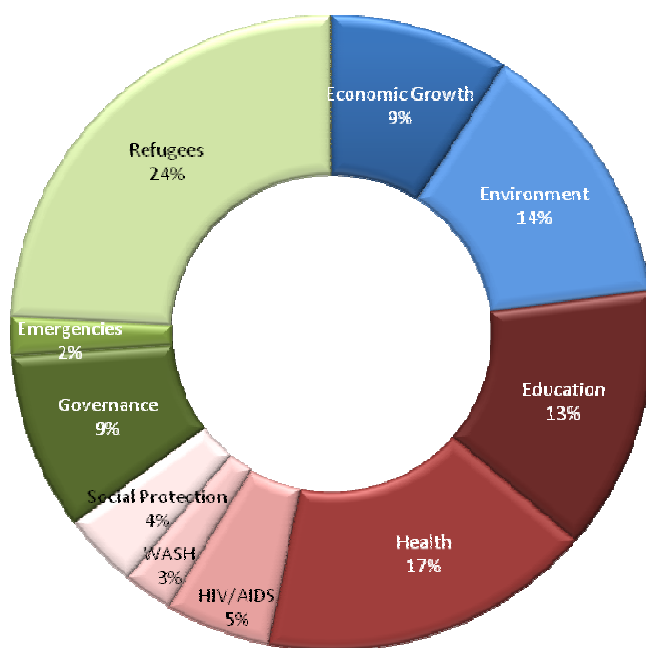
6. Budgetary Framework

6.1 UNDAP Budgetary Framework

The 2011-2015 UNDAP has a total budget of \$777 million. The budget is comprehensive of resources required for the implementation of the ten UNDAP programmes, as well as the Communication and Operations Plan and includes all programme support costs.

UNDAP programmatic prioritisation is reflected in the distribution of the budget across the three cluster areas: Economic Growth and Poverty Reduction – \$180m, 23 percent; Quality of Life and Social Wellbeing - \$323m, 42 percent; and Governance, Emergencies and Disaster Response, Refugees - \$270m, 35 percent of the UNDAP. The budget distribution as percentage of the total UNDAP in the ten UNDAP programme areas is outlined in figure 7 below.

Figure 7: UNDAP Programme Areas (percent of programme budget)



UNDAP's budget will be financed through the following sources: Funds UN agencies will invest from their agency core resources; Funds UN agencies have committed to mobilize and resources that the UNCT, through the Resident Coordinator, will collectively mobilize in Tanzania and channel via the One Fund.¹⁹

¹⁹ Regular/core and other/non-core/extra-budgetary resources indicated are exclusive of funding received in response to emergency appeals.

Overall UNDAP resource mobilisation (percent) by funding source is presented in figure 8 below. The UNCT in Tanzania has a target for resource mobilization, through the One Fund, of \$ 215 million. This excludes \$ 4.5 million for supportive ‘Delivering as One’ functions.

Figure 8: UNDAP Resources Mobilisation

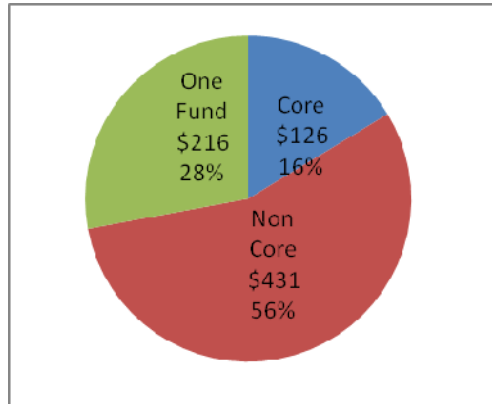
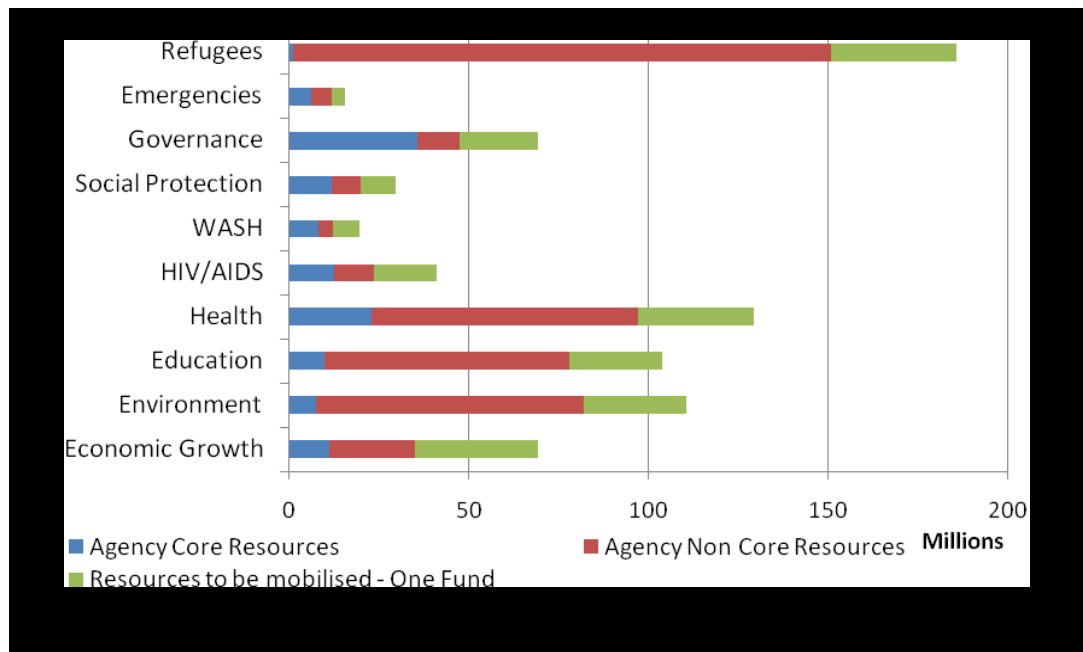


Figure 9 analyses the share of funding sources for each of the ten UNDAP Programme areas.

Figure 9: UNDAP Programme Working Group Resources Mobilisation by Source



6.2 The One Fund

The One Fund is the mechanism through which donors finance the un-funded portion of the UNDAP budget for which UN agencies have indicated that resources need to be mobilized locally in Tanzania.

As highlighted by the DaO Country Led Evaluation, the establishment of the One Fund has proven to be critical and central in the DaO architecture as it has been an effective catalyst for change.

The One Fund will:

- Streamline the management of donor contributions to UNDAP;
- Provide for Government ownership and leadership;
- Facilitate continued programmatic focus and inclusiveness;
- Ensure the effective application of performance based funding;
- Lower transaction costs with donors and Government and eliminate competition for funding;
- Allow better long-term planning and funding predictability;
- Foster greater administrative and reporting harmonization.

The legal documents that operationalise the One Fund are available online at www.untanzania.org and include:

- The Memorandum of Understanding (MOU) between the participating UN organizations, the Administrative Agent and the Resident Coordinator and the One Fund ToR which outline the purposes and principles, governance and management arrangements, auditing and reporting regulation of the One Fund;
- The Standard Administrative Arrangement between respective Donors and the Administrative Agent.

6.3 Management of the One Fund

Resources provided by donors in Tanzania to support the unfunded portions of the UNDAP will be pooled in the One UN Fund. The UN's preference is for un-earmarked funding. Nevertheless, earmarked funding can be accepted on an exceptional basis, at Programme level (ten UNDAP Programmes), subject to the agreement of the JSC.

The One Fund combines the UNDG-agreed pass-through funding and pooled funding modalities. It is agreed that UNDP, through the Multi-Donor Trust Fund Office, provides Administrative Agent services for the One Fund.

The Joint Government of Tanzania and UN Steering Committee is responsible for overall management of the One Fund. The JSC provides strategic leadership of the One Fund and decides performance based allocation of funds to the 10 UNDAP programme APWP's and participating UN agencies through a set of agreed eligibility and performance criteria (in annex).

7. Programme Management and Accountability Arrangements

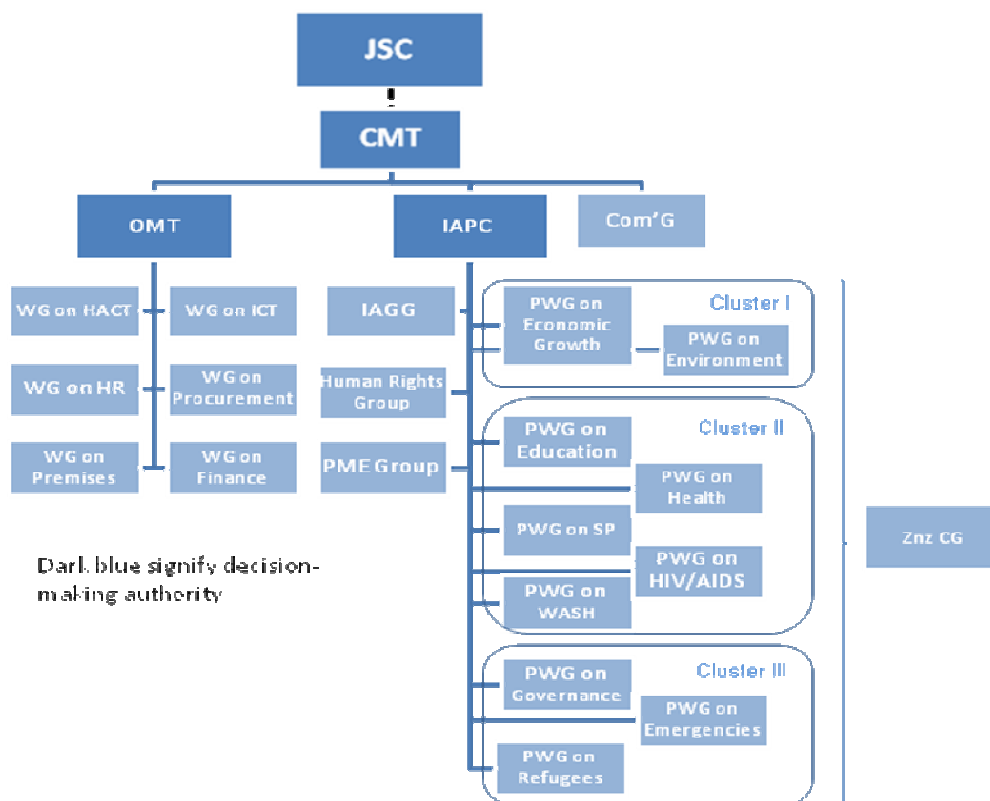
The programme will be nationally executed under the overall co-ordination of Joint Government and UN Steering Committee. State and non-state actors and UN agencies will implement programme activities. The UNDAP will be made operational through the development of ten Programmes Annual work plans which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNDAP and signed APWPs to implement programmatic initiatives.

7.1 UNDAP Management Architecture

The Joint Government and UN Steering Committee (JSC)

Co-chaired by the Permanent Secretary of the Ministry of Finance and Economic Affairs and the UN Resident Coordinator, the JSC is the highest decision making authority on UNDAP and DaO reform. The JSC provides policy guidance on matters pertaining to UNDAP's alignment with national development priorities, decides on the allocation of resources and recommends measures for an effective delivery of the funds from the One Fund.

Figure 10: UNDAP Management Structure



The UNCMT is represented by four Heads of Agency that rotate on annual basis. Revised TOR will be approved by the JSC.

The UN Country Management Team (UNCMT)

The UNCMT manages the UN funds, agencies and programmes and directs planning and implementation processes in fulfilment of the DaO Vision 2015 and in line with the agreed UNCMT code of conduct. It is composed of the RC, Heads, Representatives or Country Directors of UN agencies, funds and programmes, including Non Resident Agencies. UNCMT members are accountable to the RC and each other for progress with DaO reform, the effective implementation of UNDAP, the responsible use of resources and achievement of results. This includes responsibility for making available financial, human and other resources needed for the realization of commitments made in the course of defining UNDAP. Decisions by the UNCMT are made on a consensual basis.

The UN Resident Coordinator (RC)

Accredited by the UN Secretary General, the RC represents the UNCMT and leads its efforts towards a strategic positioning of the UN System in the national development context. He or she coordinates the UN development assistance in the country and enters into agreements with the Government, Donors and other counterparts on the UNCMT's behalf. With a view to ensure progress, the RC may hold UNCMT members accountable for agreements concluded.

Where the exigencies of the situation so require, the RC, in the role of Humanitarian Coordinator ensures a swift and effective use of UN resources for emergency response and assistance with support from the UNCMT along the modality of the Inter-Agency Standing Committee (IASC) cluster approach.

The Operations Management Team (OMT)

Under delegated authority from the UNCMT, the OMT leads efforts at the level towards the simplification and harmonisation of business practices. The OMT is composed of the most senior operation official from each UNCT member. The Chair of the OMT rotates on an annual basis. The OMT's programmes are based on business mapping and process analysis targeted at reducing operational duplications and improving cost effectiveness to support the delivery of quality programmes. The OMT will have oversight over Procurement, Finance, Harmonisation of Cash Transfer (HACT), ICT, Human Resources and One UN House and provide CMT with recommendations as and when required. In the course of UNDAP implementation, the reforms to harmonise business practices will be continually pursued and accelerated where possible.

The Inter-Agency Programme Committee (IAPC)

Under delegated authority from the UNCMT, the IAPC is in charge of coordinating the implementation, the monitoring and the evaluation of UNDAP programmes. The IAPC supervises Programme Working Groups on all aspects of programme delivery and reporting.

IAPC also suggests modalities for UNDAP's adherence to recommendations for operational aspects, results-based management and crosscutting goals. In so doing, it works in close consultation with the Operations Management Team and oversees the work of IAGG, the HRG and the PME Group. The heads of programme or the most senior programme official among UN Agencies and the UNDAP PWG leads compose the IAPC. The Chair of the IAPC rotates on annual basis.

The Communication Group (UNCG)

The UNCG plans, produces and oversees communication products, services and activities that encompass the UN system bodies, including internal communications, branding, public information materials and media outreach. It works to ensure that the UN in Tanzania “speaks with one voice”, with the help of tools and working methods that improve the coordination, efficiency and impact of the UN’s communication work. The UNCG coordinates advocacy campaigns on cross-cutting issues such as human rights, gender and the environment. Chaired by the UN Information Centre, the UNCG is made up of communication officers and focal points from all UNCMT members.

UNCMT working groups on Gender, Human Rights and Planning, Monitoring & Evaluation (IAGG, Human Rights Group and PMEG)

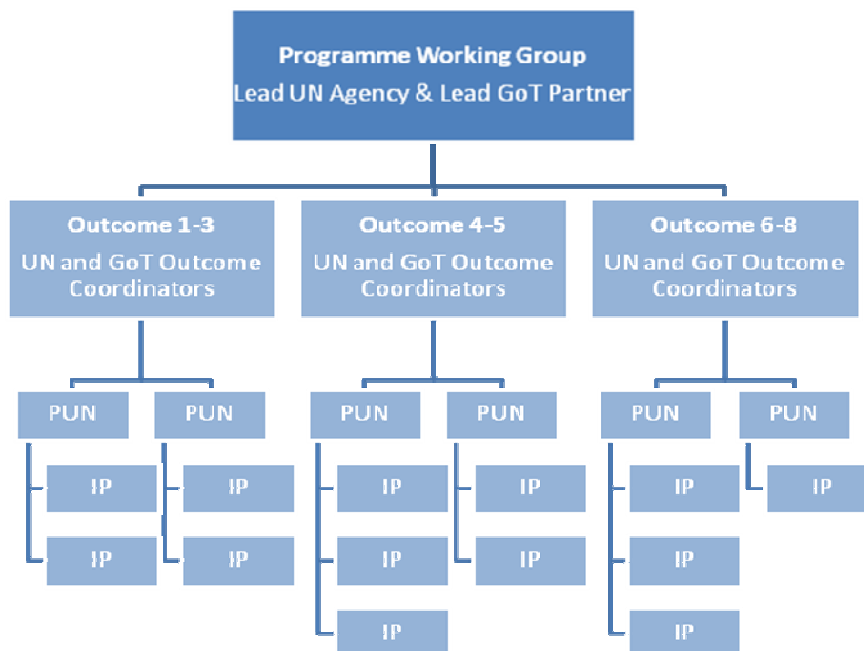
Reporting to the IAPC, the IAGG, the Human Rights Group and the PMEG advise the UNCMT on the integration of human rights, gender equality and results-based management in planning and programme delivery, operations management and communication. They coordinate the UNCMT’s efforts to achieve relevant components of the DaO reform process results matrices and assist in the design and evaluation of UNDAP Programme Matrices. Through regular briefs on issues, programme interventions or other matters of relevance to their respective portfolios, the groups provide policy advice and support for joint UNCMT interventions, including relevant communication and advocacy strategies, and coordinate action as necessary when emerging issues of crosscutting character require a common approach.

A Lead Agency for each group will be agreed upon by the UNCMT. UNCMT also appoints the members of the groups and through the IAPC holds them accountable for the performance of the groups.

Programme Working Groups (PWGs)

The following UNDAP PWGs are established: Economic Growth, Environment and Climate Change, Education, Health, HIV/AIDS, Social Protection, WASH, Governance, Emergencies and Disaster Reduction (that also convenes as Emergency Coordination Group ECG), and Refugees. In addition, there is the Zanzibar Coordination Group. PWGs are the interagency groups responsible for the coordination of the implementation of the agreed tem UNDAP programmes.

Figure 11: UNDAP Programme Working Groups



The UNCMT will decide a UN lead agency for each PWG, based on objective criterion to be fully spelt out in an agreed TOR. The UN Lead’s primary role is to facilitate efficient decision-making, effective WG coordination in planning/budgeting, review, monitoring and reporting and ensuring coherence in activities across the outcomes, while fostering progress in the implementation of the DaO principles. In addition, Lead Agencies, if so agreed by the Programme Management Committee (see below), can also act as Managing agent for resources from the One Fund. UN Participating Agencies are accountable for the agreed agency specific results and targets established in the agreed PWG work plans. Through the IAPC, the UN Lead and PUNs are collectively accountable to the UNCMT and the JSC for the achievement of the agreed UNDAP outcomes.

Each PWG is managed by a Programme Management Committee. Co-chaired by the UN Lead Agency and a Government Lead counterpart, the Programme Management Committee agrees on, monitors and reviews on work plans and advises on funding requirements as well as the key implementation modalities. Further, the Programme Management Committee is responsible for the bi-annual reporting of PWGs and agrees on adjustments to UNDAP Programme Matrices based on annual reviews. PUNs, IPs, and Civil Society partners are members of the Programme Management Committee, with the participation of DPs as appropriate.

Under the supervision of the Programme Management Committee, PWGs may establish sub-working groups to facilitate efficient coordination among concerned UN agencies and IPs. Such working groups will coordinate programme delivery at outcome/thematic level. Implementation coordination at the outcome/thematic level will depend on the specific programme goals. Coordination modalities are flexible and agreed upon by each PWG Management Committee.

The PWG structure does not replace day-to-day technical engagement with the GoT; its primary purpose is to coordinate UN programming within the framework of the agreed UN division of labour.

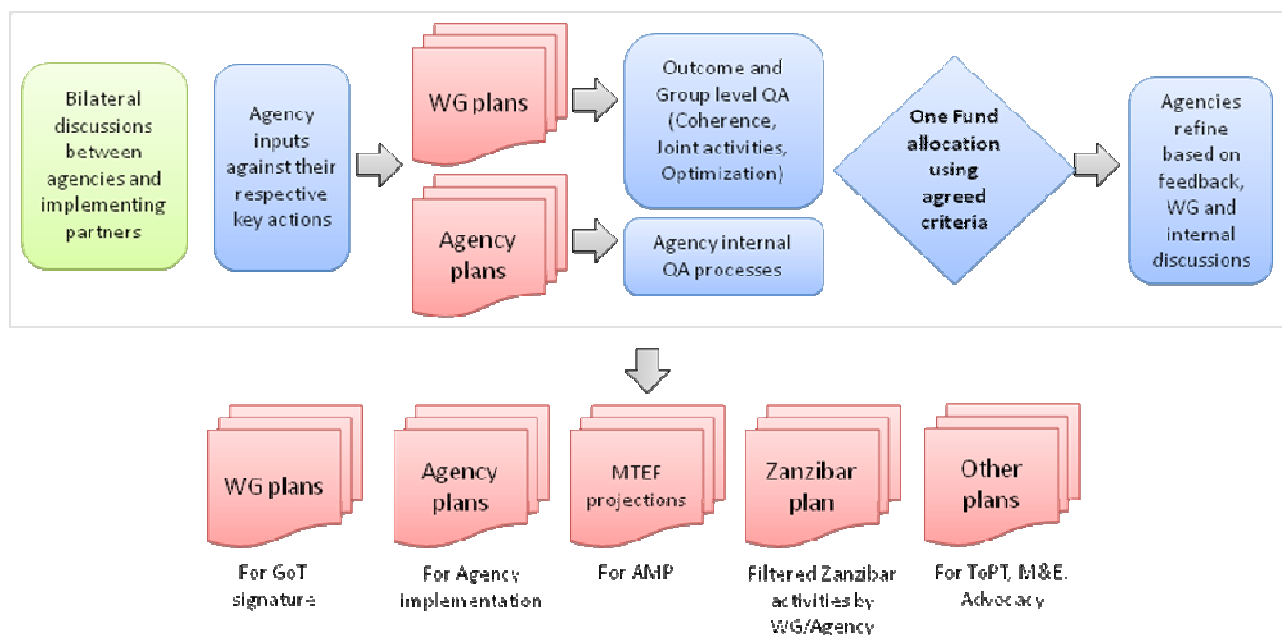
Each of the UNDAP Programmes will receive technical support from three UN Senior Cluster Advisors to ensure that delivery of the UNDAP remains anchored in national policy frameworks and that synergies are achieved within each cluster. Cluster Advisors will serve as interlocutors to provide government with strategic advice on key policy areas that represent a unified UN position. Overall, the Senior Advisors will contribute UN programming cohesiveness and focus on upstream policies.

7.2 Programme Planning, M&E, Knowledge Management and Reporting

7.2.1 Planning, Monitoring, Reporting

The four-year integrated planning, review and reporting schema for the UNDAP will enable joint, coordinated and coherent monitoring of progress towards outputs and outcomes, according to results based management principles. It will be centred upon pre-defined indicators and annual targets and provide flexibility for revision to reflect the then programming realities. In order for the entire UN system to be able to review and report systematically across the UN agencies – resident and non-resident - the UNCT will deploy a web-based platform which will allow agency focal points to input their planned activities against key actions, forecast disbursements against available

Figure 12: UNDAP Planning Process



resources, and identify operational support requirements. The database will afford the opportunity to filter and prepare agency and partner specific plans for submission to governing bodies. It will integrate national requirements for providing quarterly disbursement projections by implementing partner as part of the national budgeting process – Medium Term Expenditure Framework (MTEF) and Aid Management Platform (AMP), enabling increasing aid predictability and integrating external resources in the GoT budget and exchequer system, in line with UN commitments in JAST;

The UN will develop Annual Programme Working Plans (APWPs) for each of the ten PWGs of the UNDAP; running from July to the following June in alignment with government's fiscal cycle enabling the UN to meaningfully participate in national and sub-national planning and review mechanisms.

Initial development of the APWPs will involve consultation with IPs, followed by quality assurance processes at the PWG and agency level. The PWG will ensure compliance of the APWP against UNDAP key actions, coherence in planned activities by PUNs, due application of cross-cutting considerations and appropriate designation of staff responsible for implementation. To ensure accurate reporting against One Fund resources, APWPs will define the source of funds for each of the planned activities. To further enhance efficiency in implementation, joint activities will be pursued wherever feasible. Work Plans will also include to the extent feasible, measures to redress any internal and partner capacity deficiencies or risks highlighted in quality assurance activities, for successful achievement of results. The APWPs will be further refined based on the actual One Fund allocation. This will allow for plans to be adjusted and made more realistic against available resources. Finalized APWPs will subsequently be generated by PWG and UN agency. The 10 PWG APWPs will then be signed with the Government, and required budgetary projections provided. A separate arrangement for Zanzibar will be filtered from the APWPs to ensure a coordinated UN engagement with GoZ. Activity coding will allow additional inter-UN procurement, M&E and advocacy plans to be prepared. This will enable specialized groups to identify issues of cost-effectiveness and efficiencies and to advise PWGs and agencies to better support APWP implementation.

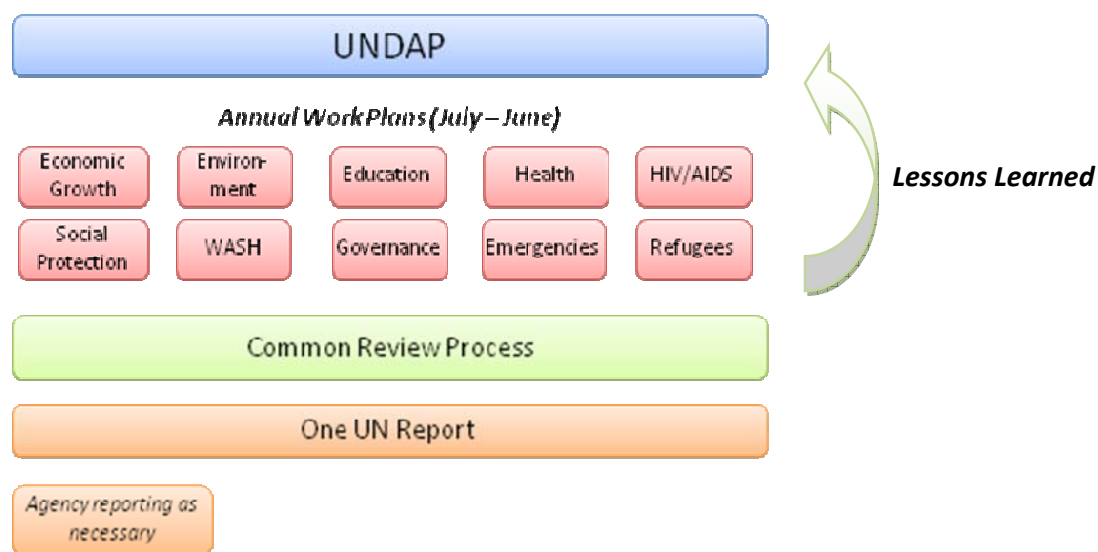
There will be a common process for reviews against APWPs. The Mid Year Review in December / January will report progress on activities and annual targets ascribed in the UNDAP M&E matrix, ensuring that annual targets are relevant and updated. Activity status will be classified by the PM&E group, for example: progress as planned; change in strategy; activity dropped, delayed or yet to start. In order to keep the plan current, PWG will be permitted to update their annual targets. Performance reports will be available by PWG, Agency and for One Fund activities. Financial implementation achieved against planned activities will form the basis for performance-based allocations for the second half of the year from the One Fund to PUNs.

The Annual Review in June / July will report on progress made against outputs, financial expenditure, major achievements and constraints. PWGs will be required to report against annual targets and the extent to which crosscutting issues were mainstreamed. PWGs will also provide a narrative summarizing progress made against the desired outcomes. Additional opportunity for the recounting of unanticipated consequences – both positive and negative – will be afforded to maximize lesson learning. The PM&E group will then classify programme status against targets, for example: target met; target not met; achievement delayed; change in strategy required. Findings will form the basis of annual reports for the PWGs, individual agencies and the One Fund, as well as feed into evaluations.

An UNDAP Annual Report will be produced, encompassing the entire range of UN interventions in Tanzania. The guidelines for this will draw on the relevant portions of the undg guidance on Standard Operational Format and Guidance for Reporting Progress on the UNDAF. Agency specific reporting, as required from their respective governing bodies, will be based on the UNDAP annual report and reviews.

Findings from the Annual Review will enable appropriate strategic, programmatic and operational adjustments, as required, for reflection in subsequent APWPs. Plans should demonstrate that lessons of the previous year have been learnt, the problem and causality analysis remains valid and, where appropriate, strategy and/or actions have been amended. This should also include the identification of additional support needs or revision of assumptions made. Thus, the UNDAP will undergo a systematic process of review and (where necessary) renewal to ensure that the UNDAP is updated and reflects UN's continued relevance in Tanzania.

Figure 13 UNDAP Planning, Monitoring and Reporting



Detailed guidance will be developed in conjunction with the online platform for planning, monitoring and reporting on the UNDAP to ensure that established work processes integrate well with the proposed systems design. Necessary flexibility to input activities outside of agreed key actions will be available. However, these activities will not be eligible for One Fund and will be separately highlighted with justifications.

The monitoring and reporting system will itself be subject to periodic review and update during the lifetime of the UNDAP to ensure the practical information needs of intended users and partners continue to be served. Monitoring activities will be conducted legally, ethically and with due regard for the welfare of those affected by its findings. Where possible, common approaches to field monitoring will be established and implemented, in conjunction with common Quality Assurance mechanisms under HACT.

An evaluation of UNDAP will be undertaken in the penultimate year of implementation. Necessary evaluations requirements will be determined at PWG and Outcome level, and these programme level evaluations will inform the larger UNDAP evaluation.

An UNDAP M&E calendar will be maintained on the UNDAP website that will show a calendar of planned research and evaluations at programme level. The four year calendar will inform the

development of annual UNDAP M&E calendars, together the APWPs prepared at programme level. Where feasible and relevant, joint research and evaluation activities will be proposed.

7.2.2 Knowledge Management for effective UNDAP implementation

As part of the Joint Inspection Unit 2004 report on “Managing for Results”, one of the nine benchmarks emphasizes the importance of knowledge management to support Results Based Management. For the implementation of the UNDAP, the UNCT will deploy and manage solutions for better technical collaboration among UN agencies through the PM&E group. This will be achieved through developing tools for knowledge exchange and measures to enhance knowledge acquisition and utilization.

The planned tools and strategies include:

1. *Deploying UNCT Tanzania Intranet:* The Intranet will allow Programme Working Groups and Agencies to post programme concept notes, strategies, plans, meeting minutes and other relevant programme documents for easier access across the UN system in Tanzania. As part of this deployment there will be additional functionalities to work collaboratively on shared documents and shared workspaces. Additional features, such as search capabilities, blogs and wikis will be available and deployed incrementally based on demand and feasibility.
2. *Establishing a Document repository:* A database of all Tanzanian development related surveys, studies, research, evaluations, audits, micro-assessments, and reports will be created and deployed. The repository will be centrally maintained by a designated focal point and keyword searches will enable UN staff to have seamless access to existing evidence base. Being an Intranet only deployment, users will be able to have access to internal UN reports.
3. *Adapting the Tanzania Statistical Database:* The Tanzania Socio Economic Database, which is regularly updated with the National Bureau of Statistics, will be deployed over the Intranet and will enable users to have access to latest statistics and easily convert them to tables, maps and graphs. A library of readily available tables, graphs and maps will also be made available.
4. *Linking with Communities of Practice:* While the functionality of deploying new Communities of Practice will be available to UN staff; To the extent possible, UN staff will be encouraged to utilize existing in-country, regional and global communities of practice. A webpage directing UN staff to these Communities of Practice will be made available.
5. *Engaging KM Focal Points:* To encourage regular content updates and encourage utilization within respective PWGs, Operations Groups and Cross-Cutting teams, KM Focal Points will be established. The KM focal points will be imparted training on posting latest information, encouraging knowledge exchange and updating users regularly on newly available information.
6. *Ensuring User Orientations:* General user orientations will be organized from time to time and will be compressed to include “need to know” information for all UN staff. This brief orientation package will be part of the UN induction package and will ensure that newcomers are oriented and encouraged to utilize existing KM tools

7. *Emphasizing a utilization focus*: KM will be utilization focused and therefore incrementally developed based on user demand. Development will be cost-effective and in-house to the extent possible. Utilization of the various KM tools will be tracked and monitored. Incentives for encouraging knowledge exchange will be instituted.

7.3 Implementation Modalities

Agencies will operate resource mobilization strategies consistent with their global mandate and partnerships requirements. This will be complemented by the continued use of the One Fund as well as joint funding mechanisms to support partnership and resource mobilization under UNDAP.

UNDAP will be jointly implemented by UN agencies, GoT, civil society, faith based organizations, academia, and the private sector within the framework of the Joint Assistance Strategy for Tanzania (JAST) agreed division of labour and the overarching goals of improved national ownership and effective partnership.

Management and institutional arrangements for programme implementation will utilise, to the fullest extent, national processes and systems, where appropriate and possible. UNDAP will conform to the national annual planning cycle (July to June) thus facilitating meaningful participation of the UN in national planning and review processes.

7.4 Management Modalities [mandatory text]

Cash transfers for activities detailed in APWPs can be made by the UN system agencies using the following modalities:

1. Cash transferred to the Exchequer for forwarding to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement).
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners
4. Where cash transfers are made to the Treasury, the Treasury shall transfer such cash promptly to the Implementing Partner.
5. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.
6. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

7. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.
8. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives,
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired: and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

The Auditor General (AG) may undertake the audits of government Implementing Partners. If the AG chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission the audits to be undertaken by private sector audit services.

Each UN system agency head is accountable to his/her Executive Head/Governing body for resources received by the UN system agency from its own resources, and in line with the pertinent financial regulations and rules of the concerned UN system agency. The UN system agency head or Representative of each system agency in a country is accountable to the Executive Head (or governing body, if relevant) of his/her own system agency for the resources received from his/her own organization. These resources are subject to the external and internal audit procedures laid down in his/her own organization. Each UN agency is solely subject to the external and internal auditing procedures laid down in each organization's financial regulations and rules and procedures, and should HACT be used, it is subject to the "standard" HACT procedures (e.g. macro/micro-assessments).

7.5 Commitments of the Government of Tanzania

The focus of UNDAP is the achievement of national development priorities for which the leadership of GoT is paramount. The GoT is committed to achieve the national development priorities articulated in MKUKUTA and MKUZA to which the UNDAP is aligned. Government leadership and coordination is critical to the achievement of these commitments. The government coordinating authority for the UN system is the JSC: UNDAP also specifies the roles of line ministries as UN implementing partners.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNDAP and will cooperate with the UN system agencies including: providing voluntary contributions to the UN, encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from the private sector both internationally and in Tanzania; and by permitting contributions from individuals, corporations and foundations in Tanzania to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations System (as stated in the ICSC circulars).

The harmonised Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the APWP, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UN organizations will reimburse or directly pay for planned expenditure. The Implementing Partners will use the harmonised FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the APWPs only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the APWPs, and ensuring that reports on the utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and INGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the APWPs, and ensuring that reports on the full utilization of all received cash are submitted to the participating UN within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from a UN organization will provide UN system agency or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by a UN system agency, together with relevant documentation;

- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and the applicable UN organization. Each Implementing Partner will furthermore

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the applicable UN organization that provided cash (and where the AG has been identified to conduct the audits, add: and to the AG) so that the auditors include these statements in their final audit report before submitting it to applicable UN organization.
- Undertake timely actions to address the accepted audit recommendations
- Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the AG has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

7.6 Other Provisions

- 1 In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the UN system agencies through the Representatives of each of the UN system agencies and an appropriate amendment to this UNDAP will be negotiated.
- 2 In the event of a failure by one party to fulfil any of its obligations under this UNDAP:
 - (a) where the defaulting party is one of the UN system agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAP vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
 - (b) where the defaulting party is the Government, the UN system agency as to which the Government has defaulted, either alone or together with all other UN system agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAP by giving written notice of sixty (60) days to the defaulting party.

Any dispute between the Government and an UN system agency shall be resolved in accordance with the provisions of that Organization's basic agreement with the Government.

Any dispute among the UN system agencies shall be resolved exclusively among the UN system agencies through approaches identified in the UNDG-endorsed *dispute resolution mechanism*.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the documents listed in annexe 1.

The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds, and assets and to its officials and consultants. In addition the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government.

The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors and agents.

None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the

cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Annexes

1. GoT and UN Agencies: Legal Agreement(s)

	Agency	Agreement	Date Signed
1	UNDP	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30 th May 1978
2	UNFPA	By applied <u>mutalis mutandis</u> of the Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme, to the activities and personnel of UNFPA in Tanzania	18 th July 1996
3	UNICEF	Basic Cooperation Agreement between The Government of the United Republic of Tanzania and The United Nations Children's Fund	26 th September 1994
4	WFP	Basic Agreement between The Government of the United Republic of Tanzania and the United World Food Programme	30 th March 2006
5	UNIDO	By applied <u>mutalis mutandis</u> of the Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme, to the activities and personnel of UNIDO in Tanzania	26 October 1996
6	UNHCR	UNHCR co-operation Agreement and The Government of Tanzania	10 th July 1991
7	UNESCO	Headquarters agreement between The Government of the United Republic of Tanzania and UNESCO	28 th January 2005
8	ILO	Agreement between ILO and The Government of Tanganyika concerning the establishment of an East African field office in Dar es Salaam	3 rd May 1962
9	FAO	Exchange of Letters which stands as agreement between The Government of the United Republic of Tanzania and FAO Headquarters.	Signed by GoT 12 th February ,1977., FAO on 7 th January, 1977
10	UNAIDS	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30 th May 1978
11	IFAD	Headquarters Agreement between The Government of the <u>United Republic of Tanzania</u> and the International Fund for Agricultural Development on the Establishment of the IFAD's Country Office	Signed by GoT 5 th May 2008; IFAD on 21st July 2008
12	IOM	Cooperation Agreement between The Government of the United Republic of Tanzania and the International Organisation for Migration	3 rd October 2002
13	UNCDF	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30 th May 1978

14	UN-Habitat	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30 th May 1978
15	UNIFEM/UN Women	Agreement between The Government of the United Republic of Tanzania and the United Nations Development Programme	30 th May 1978

2. Programme Results Matrix

3. DaO Results Matrix

4. Glossary/Acronym List

AG	Auditor General
AWP	Annual Work Plan
APWP	Annual Programme Work Plan
CBO	Community Based Organisations
CCA	Common Country Assessment
COD	Common Operational Document
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organization
DAO	Delivering as One
DRR	Disaster Risk Reduction
DP	Development Partners
DPG	Development Partners Group
DOL	Division of Labour
FACE	Fund Authorization and Certificate of Expenditures
FAO	Food and Agriculture Organisation of the United Nations
FBO	Faith Based Organisations
GBS	General Budget Support
GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HLCM	UN High Level Committee on Management
HQ	UN Headquarters
HRBA	Human Rights Based Approach
HRG	Human Rights Group
HSSP	Health Sector Strategic Plan
HQ	Headquarters
HR	Human Resources
IAGG	UN Inter Agency Gender Group
IAPC	Inter-Agency Programme Committee
IASC	Inter-Agency Standing Committee
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMCI	Integrated Management of Childhood Illness
IOM	International Organisation for Migration
IPSAS	International Public Sector Accounting Standards
ITC	International Trade Centre
JAST	Joint Assistance Strategy for Tanzania
JSC	Joint Government – United Nations Steering Committee
JTF	Joint Government – United Nations Task Force

JP	Joint Programme
JSC	Joint Government of Tanzania and UN Steering Committee
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MARP	Most At Risk Populations
MD	Millennium Declaration
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MKUKUTA	<i>Kiswahili acronym of the National Strategy for Growth and Reduction of Poverty</i>
MKUZA	<i>Kiswahili acronym of the Zanzibar Poverty Reduction Plan</i>
MoA	Ministry of Agriculture, Food Security and Cooperatives
MoFEA	Ministry of Finance and Economic Affairs
MoHSW	Ministry of Health and Social Welfare
MoU	Memorandum of Understanding
NCPA	National Costed Plan of Action for Most Vulnerable Children
NGO	Non-governmental organization
NRA	Non-resident UN agency
ODA	Overseas Development Assistance
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
OHCHR	Office of the United Nations High Commission for Human Rights
OMT	Operations Management Team
PD	Paris Declaration on aid effectiveness
PLHIV	People Living with HIV and AIDS
PMEG	UN Programme Management Evaluation Group
PRSP	Poverty Reduction Strategic Plan
PSI	Population Services International
PUN	Participating UN agency
PWG	UN Programme Working Group
QA	Quality Assurance
RBM	Results-based management
RDT	Regional Directors Team
RC	Resident Coordinator
RCO	Resident Coordinator's Office
SPF	Social Protection Framework
SMART	Specific, Measurable, Achievable, Relevant and Time Bound
SWAP	Sector Wide Approach to Programming
SWG	Sector Working Group
TBM	(Resources) To Be Mobilized
ToR	Terms of Reference
UN	United Nations
UN-Habitat	United Nations Human Settlement Programme
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCG	United Nations Communication Group

UNCMT	United Nations Country Management Team (Tanzania)
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDAP	UN Development Assistance Plan
UNDG	United Nations Development Group
UNDOCO	United Nations Development Operations Coordination Office
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNIDSO	United Nations Industrial Development Organisation
UNIFEM	United Nations Development Fund for Women
UNSSC	United Nations System Staff College
GoT	Government of the United Republic of Tanzania
WFP	World Food Programme
WHO	World Health Organization