



RCAR 2006 - Tanzania

31 January 2007 Dear Mr. Secretary General,

Subject: 2006 Annual Report of the UN Resident Coordinator for the United Republic of Tanzania

On behalf of the United Nations System in Tanzania, it is very much my privilege to submit to you our 2006 Annual Report on progress the UN has made in terms of strengthening system-wide coherence in support of national development priorities and humanitarian concerns, and to achieve the Millennium Development Goals (MDGs) more broadly.

As has been the practice in the past, the RC's report has been prepared in collaboration with the United Nations Country Management Team (UNCMT), the Inter-Agency Programme Committee (IAPC), the Operations Management Team (OMT), and the Inter-agency Communications Group. As per the guidelines, in addition to this cover letter and its annex, please find enclosed the 2006 Results and Use of Funds Table and the 2007 UN Coordination Work Plan.

A new Government in 2006: Following the successful outcome of peaceful elections, Tanzania's Fourth Phase Government assumed power, under the leadership of His Excellency President Jakaya Kikwete. In its first year, the new Government has had to face formidable challenges: a prolonged energy crisis combined with high oil prices and inflation slowed GDP growth to an estimated 5.8 per cent. With inflation, the price of food and other basic commodities doubled as of May 2006; and the country's economic situation was further affected by the impact of drought in the East Africa and Horn of Africa region that left well over three million Tanzanians in need of food aid. Government, ably managed the largest distribution of food relief since independence, with support from the private sector and development partners, including the UN.

A strong focus on rural growth: Serious challenges notwithstanding, Government's increased allocation of resources to growth and poverty reduction targets in the 2006/7 budget has provided the much-needed impetus for development to continue on an upward trend. In line with the policy emphasis on agricultural development and rural growth, Government together with development partners initiated a seven year, US\$2 billion, Agricultural Sector Development Programme focusing mainly on rural areas. Any significant change in Tanzania's poverty levels will depend largely on a sustained agricultural growth rate of 6 per cent per annum, and a more equitable distribution of the gains of that growth in rural areas. Public investment in the agricultural sector has been increasing steadily over the past three years though budget allocation is still low at 3% of the overall national budget. The sector however is still dominated by smallholder subsistence farmers, whose ability to invest in improved technologies, increase production, transport produce and access bigger markets is severely constrained; while the processing of primary produce is still minimal.

An increase in domestic revenue collection: although an expected growth rate of 9 per cent was set for the industrial sector in 2006, actual growth is expected to be below target given the impact of oil prices, a severe domestic energy shortage, drought and rising inflation. Value Added Tax on petroleum and excise duty on kerosene and liquefied gas were abolished in this year's budget to provide tax relief, and to promote an alternative energy source to the over-dependence on wood and charcoal for domestic use. In spite of this, there has been an overall increase in domestic revenue collection, although Government recognizes more can be done to widen the tax base and minimize leakages. The review of contracts governing the operations of foreign mining companies in Tanzania is expected to be a contributory factor to a significant increase, given higher domestic remittances by the same. Government, and principally the local district councils of mining areas are expected to be major beneficiaries as a result of increased mining revenue.

Commitment to creating jobs and livelihoods for 1 million: President Kikwete committed his Government to create at least one million new jobs, primarily for young people, during his term in office. Government has followed up this commitment through an "empowerment fund" of 17 million USD that shall finance enterprise creation and self-employment activities. Furthermore, the Government is currently formulating a comprehensive national employment policy and designing a national employment strategy based on an extensive consultative process. The MKUKUTA aims at reducing the official unemployment rate from 12.9% in 2001 to 6.9% in 2010. To achieve this goal, and absorb new entrants into the labour market, the ILO estimates that the country would have to create 8.7 million new jobs over the same period of time.

Improving the quality and delivery of social services: a renewed policy emphasis on ensuring the civil service is merit-based and performance-oriented has raised expectations that the more difficult elements around public service reform will start to be addressed, including issues to do with improving working conditions and remuneration packages in order to attract and retain qualified professionals particularly for the education and health sectors. While concerns have been repeatedly expressed around Government finding a way to sustain a substantial wage bill, extensive dialogue and reviews at the sector level have pressed for policy attention to human resource issues, including the impact of HIV and AIDS, so as not to undermine the country's efforts of reaching MKUKUTA goals by 2010 and the MDGs by 2015. Government has taken a number of positive steps to address enrolment in primary and secondary education, and related quality aspects, and commendable gains have been achieved since 2002 not only in terms of substantial increase in enrolment rates, but also recorded improvements in pupil-teacher and pupil-textbook ratios, and in the number of teachers' houses constructed. However, significant challenges still remain with regards to gender equity achievements, retention in primary schools and transition to secondary levels.

The AIDS epidemic remains a significant challenge to development in Tanzania with prevalence rate of 7 percent. It is the major cause of mortality in adults and erodes capacity at levels of society. The government of Tanzania has made progress in launching a multisectoral response to the epidemic and providing free anti-retroviral treatment to 50,000 people with significant support from development partners and the Global Fund. Nevertheless, the epidemic remains out of control and new infections continue unabated. An outbreak of measles created a high degree of concern given that Tanzania has recently completed a nationwide immunization campaign. In response to the outbreak, the Government conducted a vaccination campaign for all children 6 to 15 years in the 3 affected districts. Another major concern is the sporadic outbreaks of cholera that has happened every year for the last 10 years, which implies that cholera has now becoming endemic with a big outbreak occurring regularly every three to five years.

Governance: Although challenges to governance persist, the pledge of President Kikwete in his inaugural address to "continue to safeguard space for our multiparty democratic dispensation" and "to be guided by good governance, transparency and accountability" and "to respect the rule of law" has been manifested in government policies and actions during the year. Within the National Framework for Good Governance, the government sustained and added momentum to the ongoing reform processes in the areas of the public sector, public financial management, legal sector and local governance. Particular efforts were made to address the problem of corruption and domestic accountability. The National Anti-Corruption Strategy and Action Plan (NACSAP) was reviewed and reformulated to meet current challenges. Equally significant in the area of governance was the government's formal accession to the African Peer Review Mechanism for self-review in June, followed by the appointment of the APRM National Governing Council in November. The successful conduct of the self-review in 2007 would not only add Tanzania to the few African countries that have undertaken this uniquely African good governance mechanism, it would also assist stakeholders to identify areas of challenges and recommend realistic solutions.

Humanitarian challenges in 2006: Over the last several years, the humanitarian refugee operation in Northwestern Tanzania has increasingly focused on achieving durable solution for refugees. Progress towards this goal is closely linked to the political and security developments in the areas of return and access to basic social services for the returnees. The majority of the 287,000 refugees remaining in the camps at the end 2006 originate from Burundi and the DRC. Voluntary repatriation has been facilitated to these countries since March 2002 and October 2005 respectively. During 2006, the Government of Tanzania and the UNHCR facilitated the return of 41,908 Burundian and 16,503 Congolese refugees, against targets of 50,000 for Burundi and 35,000 for the DRC. The main reason why repatriation targets were not reached was limited absorption capacity and a fragile political security situation in the countries of origin as well as drought in Burundi.

During the first quarter of 2006 most parts of the country were affected by an outbreak of crop pest. Coupled with a prolonged drought, this called for an emergency response. The Government demonstrated commitment and capacity to confront and respond to the crises, although with some international assistance. However, there is still a need to strengthen national capacity on comprehensive emergency management, preparedness and a targeted response at all levels, particularly at sub national level as this would be critical for future emergencies. In relation to pandemic preparedness, the Government of Tanzania has prepared a national Avian and Human Influenza Emergency Preparedness and Response Strategic Plan (2006-2009). Oversight for AHI at national level is the responsibility of the Prime Minister's Office and the Chief Minister's Office in Mainland and Zanzibar respectively, with technical oversight for implementation with the Ministry of Livestock Development and the Ministry of Health.

Progress on aid harmonization and alignment: Government has made considerable progress on commitments reflected in the Paris Declaration (2005), as seen through the development of the Joint Assistance Strategy for Tanzania (JAST), a country-level action plan to implement the Paris Declaration. The UN system has been engaged in the JAST development process over the last 2 years and continues to engage in the JAST Working Group formed to facilitate and guide the implementation of JAST. The UN's commitment to the JAST was manifested at the signing of the JAST Memorandum of Understanding, in December 2006, where the UN Resident Coordinator signed on behalf of all the UN agencies.

National ownership and leadership of the development process has been welcomed by all, and donor support is increasingly aligned to development priorities articulated in the National Strategy for Growth and Reduction of Poverty (NSGRP), and the Zanzibar equivalent – ZSGRP (or MKUKUTA/MKUZA in kiSwahili). While Government planning is still heavily determined by the predictability of aid inflows, the risks associated with a high donor dependency environment have been somewhat regulated through the Tanzanian Assistance Strategy (2002-2005), which was followed by the JAST. Strengthening the policy–budget link has been a major undertaking in 2006, with the UN jointly providing aid projections over the timeframe of the Medium Term Expenditure Framework (MTEF). Though not yet perfected, the exercise is seen by all as a concrete step towards further empowering national planning systems and the management of increased aid inflows through the Treasury. However, progress on a number of fronts will need to be accelerated for the Zanzibar isles, and deepened at the local government level across the country.

High level dialogue: the Development Cooperation Forum, a quarterly high-level dialogue forum at which the UN Resident Coordinator assumes a lead facilitating role was revived in the last quarter of 2006, and is expected to gain a more prominent profile in the coming year given that in the context of the JAST, a new dialogue architecture between Government and development partners is being put in place. In an observer capacity, the UN was invited, and did participate in the 2006 General Budget Support Annual Review. The UN continues to support Government's efforts to strengthen the Public Expenditure Review process however, as the latter is a Government-led national process that brings together Government, civil society organizations and all development partners, including the UN, to review how resources have been allocated and spent on development priorities. Work towards strengthening the PER process is ongoing, with UN support, and is envisaged to take into account the cluster-wide and cross-sector approach of the current NSGRP/ZSGRP.

Summary on progress towards UNDAF outcomes

Progress on UN reform to strengthen system-wide coherence: the Government of the United Republic of Tanzania signed the second phase UN Development Assistance Framework (UNDAF) for the period 2007-2010 in July 2006. Guided by the NSGRP/ZSGRP, as well as by the Joint Assistance Strategy for Tanzania (JAST), UNDAF II reflects the UN System's collective support to the achievement of national development priorities within the context of the current aid environment.

The strategic framework places emphasis on sustainable impact and measurable results that make a change in the lives of

the poor and most vulnerable. Grounded in the MDGs, UNDAF II includes the UN's humanitarian assistance and human rights support to Tanzania. The accompanying Results Matrix shows a UN committed to strengthening system-wide coherence, and alignment with the broader development partner community to improve on aid effectiveness. It takes into account a shift upstream, to policy dialogue and engagement that is supported by local evidence emanating from community level action. It has three main outcomes, namely to have: · increased access to sustainable income opportunities, productive employment and food security in the rural and urban areas; · increased access to quality basic social services for all by focusing on the poor and most vulnerable; and · strengthened democratic structures and systems of good governance as well as the rule of law and the application of human rights, with a particular focus on the poor and vulnerable groups.

Summary on progress in UN Reform

In line with the Report of the Secretary-General's High Level Panel on UN System-wide Coherence, the UN country team has already made progress towards achieving higher policy coherence and 'delivering as one' on programme implementation. As Tanzania has just been appointed as a pilot for UN reform, based on the request submitted by the then Minister of Foreign Affairs and International Cooperation, Asha-Rose Migiro, the UNCT is highly committed to take the reform agenda further. In July 2006 the UNCT held a meeting with former President Benjamin Mkapa, member of the High Level Panel on System-wide Coherence. This meeting was a unique opportunity to address the opportunities and challenges of UN reform at country-level. The move towards One UN in Tanzania requires leadership at the country level, and must be seen in relation to the unique aid environment in which the UN is operating in Tanzania.

The challenges of strategically positioning the One UN in a changing aid environment have been discussed by the UN Country Management Team, and several important agreements have been reached:

A revised UN internal Division of Labour as per the JAST principle: with the intention of increasingly speaking with one UN voice, it has been agreed that there will be only one UN Agency identified as a lead or active partner in every sector/thematic area, and that all other UN agencies will be delegating partners.

A UN country team with the relevant skills and competencies: the findings of the independent Joint Strategic Review (2005), reported on in last year's Annual Report, in addition to an analysis of the current landscape point to the need for a sharp change in skills mix within the country team for UN support to continue being effective and relevant. A preliminary assessment has been carried out to inform initial discussions at UN country management level proposing to be more strategic about identifying adequate levels of staff, and to aim for 'fewer' but high caliber staff.

A central coordinating focal point in Government: Discussions with the Government successfully concluded that the Ministry of Finance, consistent with the signatory on the UNDAF II documents would be the common policy focal point for discussions of a strategic or policy nature. A common Government focal point for the UN will go a long way towards ensuring coherence on policy and programming elements of support to Tanzania.

Joint Programmes: agreement has been reached on priority joint programmes drawn from the UNDAF II, with the process of joint programming either having started or expected to begin early in 2007. The newly agreed priority joint programmes are focused on maternal mortality, rural and private sector development, capacity development and Zanzibar. A full list of joint programmes, including participating agencies and the main focus of programmatic activity are included in an annex to this report.

A Harmonized Approach to Cash Transfers (HACT): as of January 2007, a new tool that simplifies the transfer of cash to implementing partners (Government and non-governmental) will be used by the Executive Committee Agencies. Prior to the adoption of this tool, a UN operations team fulfilled the requirements of a 'macro' and 'micro' assessment. The 'macro' review of the public financial management and procurement systems, and the 'micro' assessment of the institutional capacity of implementing partners determined whether controls already in place adequately serve the audit and reporting requirements on the UN's part. The findings and recommendations of the reports will be of value to all UN agencies, particularly where partners overlap.

Key aspects of the proposed 2007 workplan

Moving UN reform forwarding in 2007: The UN country team leadership has been instrumental in terms of innovation, best demonstrated through the achievements that the UN has been able to make and the support that Government continues to provide towards UN reform at the country level. While leaning on DGO guidelines and support from HQ and regional teams, the UN country team has remained principled around elements of harmonization and alignment, Government ownership and leadership of the development process, and on reform to improve the overall effectiveness of development aid and humanitarian assistance. Going forward, the UN's main priority in 2007 will be to translate the recommendations of the High Level Panel to a Tanzanian reality. At a recent retreat of the UNCMT, a roadmap for implementing the 4 cornerstones of One UN was agreed. The major steps of this roadmap are reflected in the country team's workplan for 2007, and additionally in a Concept Note on the One UN pilot developed to guide the preparation of a One UN Programme document. The latter work is being taken forward by a UN inter-agency Task Force, with advisory support from a Steering Committee comprising members of the UN Country Management Team. In all, an ambitious, and challenging year lies ahead for UN Tanzania.

Recommendations

Challenges: Significant challenges still remain, however. This year, the UN fully participated in the Paris Baseline Survey and the Medium Term Expenditure Framework (MTEF) exercise, overcoming constraints to do with the fact that the organization was responding to instruments tailored largely for 'donors'. As a result of the UN's participation in the Paris Survey, it became clear that only 33% of UN support to Government is currently 'on-budget' and only 13% of UN support to the public sector currently makes use of the national public financial management system. More needs to be done to bring UN technical cooperation into Government-led coordinated frameworks, and to streamline the overall project portfolio and all of the transaction costs associated with that modality. Although the UN will continue to make use of the

project modality, this will only be applied where there is a demonstrated need for piloting innovation e.g. to inform policy decisions and scaling-up. Projects will additionally adhere to the JAST principles, will be 'on-budget', and will avoid the setting up of parallel implementation units that lead to fragmentation.

With best regards from the UN System in Tanzania. Yours sincerely, Oscar Fernandez Taranco UN Resident Coordinator

To: His Excellency, Mr Ban Ki-moon Secretary-General of the United Nations United Nations, New York, NY 10017

c.c. Mr. Kemal Dervis, UNDP Administrator and Chair UNDG

2006 Results and Use of Funds

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Key Results Area	Expected Outputs	Performance Indicators	Actual Outputs at Year End	SRC		Funds required/spen		UN Req
				Req	Spt	Trans Fund Req	UN Spt	
Progress towards UNDAF Outcomes								
UNDAF Outcome 1	Not yet available for Tanzania							
UNDAF Outcome 2								
UNDAF Outcome 3								
UNDAF Outcome 4								
UNDAF Outcome 5								
Alignment with national development processes								
Planned efforts to align UN programme cycle with national development cycle *	UNDAF Tanzania programming cycle (2007-10) aligned to MKUKUTA and ZPRP planning cycle (end period = 2010)	Approved UNDAF and CPDs (Excoms) aligned to national planning cycle	UNDAF II successfully completed and signed with Government, 5 July 2006.	\$27,000.00	\$1,305.00			\$9,000
	Engagement with Government, civil society (incl. youth groups) and development partners on draft UNDAF Results Matrix		Extensive consultations with GoT, civil society representatives from almost all regions, informal discussion with DPs					
Planned efforts to align UN programme cycle with national development cycle *	Inter-agency consultations to seek opportunities to align the UNDAF programming and annual review/ M&E process to the national calendar underpinning the budget planning and monitoring process (July-June) completed building on experience from other countries (e.g. Kenya)	Planned monitoring / reviews of the UNDAF and approved CPDs and programs/ projects aligned to the annual cycle underpinning the MKUKUTA and ZPRP monitoring process; UN agencies sharing their MTEF commitments and information on actual disbursement on time as per the national schedule underpinning the budget planning process	Two cycles synchronized to the extent possible. Challenges to do with calendar year vs. fiscal year Mid-Term Expenditure Framework (MTEF) reporting. UN took a hybrid approach to align as far as possible. Similar challenge faced by bilaterals.					
Initiatives planned for the development and/or implementation of joint programmes *	UN Coordinated Response to the Avian Influenza: (indicative outputs) Health and livestock technical advisory services to GoT-led Multisectoral Task Force (MSTF) on Avian Flu - Communication support to GoT-led MSTF particularly in the area of public information - Technical support on the preparation of the national action plan for submission to the global World Bank/UN appraisal board - Support to strengthen intra-Governmental coordination - Secretariat support to GoT led Multi-Sectoral Task Force (MSTF)	National Action Plan on Avian Influenza prepared and Intra-Governmental coordination strengthened	Inter-agency Avian and Human Influenza Task Force established. UN technical support provided for the preparation of National Avian Influenza Emergency Preparedness and Response Plan. RCO Adviser participated in AHI Planning Meeting in Gabon.	\$20,000.00	\$3,222.00			
Initiatives planned for the development and/or implementation of joint programmes *	Quality of life and Social Well Being Joint Program: Formulation of the Joint Program finalized and implementation started. Proposed areas of interventions include: - support to ensure gender equality and empowerment are central to the	Joint Program approved by GoT and evidence that it is in line with the emerging principles of the JAS; resources mobilized	Concept Paper developed by RCO to feed into the development of a national strategy framework on social protection to be discussed at the inter-Ministerial level.					

	<p>implementation of the MKUKUTA/ZPRP II - support the development of a national strategy on social protection - increasing equitable access to comprehensive reproductive and child health interventions - support to improve community access to safe, clean water and environmental sanitation - ensuring those currently marginalized, excluded or otherwise vulnerable, are enrolled and completing basic education, including vocational training schemes</p>			
<p>Initiatives planned for the development and/or implementation of joint programmes *</p>	<p>Human Rights Based Approach (Action 2) Formulation of the Joint Program finalized and implementation started. Main objective is to consolidate and expand on earlier efforts of the UN system towards supporting the strengthening of national human rights promotion and protection systems and development of rights-realising development processes at the core of the MKUKUTA and ZPRP. Specifically: - Right holders empowered to be more aware and demanding with respect to human rights and freedoms. - Government capacity enhanced to fulfill its obligations to report periodically under international human rights treaties that it has ratified - Capacity of the UN country team to apply a human rights approach in its work strengthened</p>	<p>Joint Program approved by the GoT and the Inter-Agency Action 2 Task Force and evidence that it is in line with the emerging principles of the JAS.</p>	<p>Consultants contracted to finalise HRBA training package. Testing of training package conducted.</p>	<p>\$15,000.00</p>
<p>Initiatives planned for the development and/or implementation of joint programmes *</p>	<p>Good governance and Accountability Support Program: Formulation of the Joint Program completed. Joint Program developed as a follow-up/ based on lessons learned on the Action 2 program. Proposed areas of interventions include: - Support the capacity of GoT to ratify and domesticate outstanding international human rights conventions - Support Govt's reporting on ratified human rights conventions. - Support the capacity of rights holders to engage government and demand respect for human rights and freedoms.</p>	<p>Evidence that the JP is in line with the emerging principles of the JAS; takes into account the emerging lessons from Action 2; resources mobilized</p>		
<p>Initiatives planned for the development and/or implementation of joint programmes *</p>	<p>Joint programmes developed in support of MKUKUTA and the emerging ZPRP in the indicative programming areas delineated hereunder (DFID funding for joint programming within context of UNDAF to support MKUKUTA/ZPRP)</p>	<p>Number of Joint programmes developed Number of Joint programmes implemented</p>	<p>Four operational Joint Programmes: ESMIS-Education Sector Management Information Systems, Human Security Programme for Northwestern Tanzania, UN Joint Programme on HIV & AIDS Tanzania (Mainland) 2006, UN Joint Programme on HIV & AIDS Zanzibar 2006. See JP matrix for details. Two JP proposals advanced conceptually, four new priority JPs selected.</p>	
<p>Initiatives planned for the development and/or implementation of joint programmes *</p>	<p>Strengthening Human Security through Sustainable Human Development in Northwestern Tanzania Expected outputs: - An MoU signed and the Joint Office established in Kigoma; - 6 District Administrators connected to Internet and staff</p>	<p>- MoU signed and implemented - Number of districts online - Number of arms collected - Number of public destruction events and number of arms destroyed - Number of field schools initiated - Number of COBET supported schools</p>	<p>See joint programmes matrix. Advocacy for joint programme.</p>	<p>\$1,700.00 \$1,668.00</p>

	<p>trained in IT skills. - Small Arms and Light Weapons (SALW) collected in 6 districts. - SALW destroyed at regional events. - Food Security Component Successfully launched - Life skills component successfully launched</p>				
Initiatives planned for the development and/or implementation of joint programmes *	<p>Private Sector Support Program: Joint Program approved by GoT and evidence that it is in line with the emerging principles of the JAS; resources mobilized</p> <p>Joint Program ready for implementation, incl. a broadly agreed national institutional framework for the implementation of the Integrated Framework/Diagnostic Trade Integration Study (IF/ DTIS) action matrix /private sector wide program; and resource mobilized.</p>				
Initiatives planned for the development and/or implementation of joint programmes *	<p>Joint HIV/AIDS Program for Tanzania mainland: Joint program ready for implementation, based on the main findings of the Joint Review of the national multi-sector strategy; the Three Ones; and the ongoing efforts to better mainstreaming HIV/AIDS in the MTEF.</p>	<p>Joint Program approved by GoT and evidence that it is in line with the emerging principles of the JAS; resources mobilized</p>	See Joint Programme matrix		
Initiatives planned for the development and/or implementation of joint programmes *	<p>Joint HIV/AIDS Program for Zanzibar: Formulation of the Joint program finalized and implementation started. Strategic areas focus on recommendations of: the UNAIDS Three Ones Mission; the UN Secretary General's Special Envoy on HIV/AIDS in Africa (visit to Tanzania 2004). Specifically, the program is to focus on the following strategic areas of interventions: - Increased capacity for advocacy, policy formulation, leadership and resource mobilization - Strengthened capacity of the public and private sectors and CSOs to respond to more effectively to the HIV/AIDS pandemic - Increased institutional and coordinating capacity of the ZAC - Support HIV/AIDS prevention among the most vulnerable and high risk groups</p>	<p>Joint Program approved by the Government of Zanzibar & evidence that it is in line with the emerging principles of the JAS and recommendations of the Joint Strategic Review of the UN (2005); resources mobilized.</p>	See Joint Programme matrix		
Support to national development plans & strategies					
Planned efforts to jointly support national government in the preparation, implementation, and/or revision of MDG-based national development strategies	<p>Support to review of ZPRP I and preparation of ZPRP II: Continued support to MDGs-based Investment and Policy Planning : - Localization of the MDGs through participatory processes completed - Improved sector (stakeholders) collaboration and linkages - Study on Zanzibar Growth Strategy completed.</p>	<p>Evidence that the ZPRP II does have localized MDGs and targets; a growth strategy; strategy for continued participation and cross-sector/outcome based collaboration</p>	MDG-based Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA) successfully completed 2006. ZSGRP monitoring system completed.		\$300,000
Planned efforts to jointly support national government in the preparation, implementation, and/or revision of MDG-based national development strategies	<p>Development Management Support Programme: Continued support to the finalization of sector strategic plans; their costing in line with MKUKUTA and ZPRP Targets; and the firming up of the MKUKUTA Implementation Framework</p>	<p>A number of sectors' plans have been costed using the MKUKUTA and ZPRP goals and targets.</p>	8 key sectors for MKUKUTA outcomes were costed by December 2006, and MKUKUTA MTEF fully costed.		\$170,000
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Advocacy	<p>MDG related media programs implemented including public service announcements. Visits to educational institutions and Parliament to raise awareness on</p>	<p>- Number of MDG media programs supported - Number of visits to educational institutions and Parliament completed - Extent of in-country media</p>	<p>1) Joint advocacy material package on the UN in Tanzania produced and disseminated (UN logo, UN Tanzania website, UN in Tanzania publication,</p>	\$20,000.00 \$61,217.00	\$10,000

the work of the Organization and encourage the establishment of UN Clubs for students to play their role in furthering the work of 'their' UN Selected international days commemorated and global campaigns advocated in-country (International Women's Day; Walk the World to Fight Hunger; Africa Malaria Day; Day of the African Child; UN Day; World AIDS Day).

coverage of international days and global campaigns

brochure, wall and pocket calendars 2) 8 Joint school outreach programmes undertaken to raise awareness on the UN and establish/strengthen UN clubs; Information material on the UN distributed in numerous secondary schools; Support provided to the Youth of UN Association in Tanzania (YUNA) in various activities, i.e. model UN, work shops and numerous school visits to promote the work of the UN and establish UN clubs. 3) Commemoration of UN observances organized: UN Day celebrated through flag raising ceremony, community outreach clean-up exercise and joint two-day UN exhibition on MDGs in Dar es Salaam. UN-Day celebrated through essay competition and panel discussion in Zanzibar; International Day of Women commemorated with visit to Institution for girls and young women; Commemoration of International Day of Peace celebrated through an official event with a range of activities focusing on the role of youths in peace processes. Extensive media coverage of commemoration events – in particular of UN Day. 4) Collaboration with Government counterparts and partner organisations enhanced; Partner NGOs actively participated in joint activities; Working relationship with Government counterparts strengthened.

Facilitation of visit by National Association of Black Journalists (NABJ) and reporters from Europe

<p>Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Advocacy</p>	<p>Orientation workshop on Government and UN planning framework from a gender perspective completed. A UN Common Gender Advocacy Strategy initiated</p>	<p>- Evidence of the added value of the workshop to the MKUKUTA and ZPRP process as evaluated by the participants. - UN Common Gender Strategy in place</p>	<p>The UN Common Gender Strategy has been prepared and awaits presentation to the IAPC and UNCMT</p>	<p>\$500.00</p>	<p>\$10,00C</p>
<p>Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Dialogue/Participation</p>	<p>Consultations on the ZPRP with participation of institutions, grassroots and DPGs completed. Implementation of the NSGRP (MKUKUTA) Communication Strategy: Citizen's Report Cards ready for operationalization</p>	<p>- Reports on the consultations validated nationally and evidence of their integration in the ZPRP. - Evidence that the Citizens' report cards are an integral part of the MKUKUTA annual report</p>	<p>Report for ZGSRP was produced in 2006</p>	<p>\$50,00C</p>	<p>\$50,00C</p>
<p>Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Dialogue/Participation</p>	<p>- Establish joint publication of newsletter on gender. - Identify and support dialogue through International Women's Day activities</p>	<p>- Bi annual newsletter - Issues for dialogue identified and supported</p>	<p>Inter Agency Gender Group together with the Gender Macro Working Group & GoT organised and conducted a symposium on Women in Decision-making at all levels. One issue was identified for support: on how best to enhance the inclusion and participation of women in the Tanzanian Parliament, Government structures, communities and within the households</p>	<p>\$25,00C</p>	<p>\$25,00C</p>
<p>Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Coordination</p>	<p>UN inputs integrated in the JAS through active engagement in the Development Partners Group (DPG) – JAS core group,</p>	<p>Evidence that the UNDAF (2007-10) is aligned to the emerging principles of the JAS</p>	<p>Submission of UNDAF and Country Programme Documents (CPDs) to Executive Boards delayed by 3 months to ensure</p>	<p></p>	<p></p>

	incl. on issues of division of labor, MoU, etc.		alignment to JAST principles. Internal UN Division of Labour (DoL) in line with JAST exercise. UN signed JAST MoU through the UN Resident Coordinator. UN member of JAST Working Group focused on developing JAST Action Plan. UN agreement with GoT that Ministry of Finance will be the central coordinating focal point for policy discussions with Government.	
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Technical assistance	UN inputs integrated in the GoT/DPs work towards developing a national Capacity Development strategy, including a Technical Assistance strategy	Evidence that the UNDAF (2007-10) is aligned to the emerging national capacity development and TA strategy	UN part of discussions on formulation of TA Facility with GoT. UN considering joint contribution to 'pooled fund' based on submission of a workplan expected mid-June 2007 following a capacity needs assessment.	
Planned efforts to develop national capacities for management of the development process, e.g. SWAp, national systems, capacity assessments and measurement of results *	Continued support to the development of a SWAP within the agriculture sector for mainland Tanzania	Increased evidence of joint partners' efforts towards an agriculture sector wide programming, budgeting and monitoring arrangement and its alignment to MKUKUTA goals and targets	The proposed roadmap towards Agriculture-SWAp envisages the continuation of the actions which had already been started several years ago, including the formulation of the Agricultural and Livestock Policy of 1997, the formulation of Agriculture Sector Development Strategy (ASDS) in 2001 and ASDP F&PD in 2003. All these considered agriculture as a single sector and as a single unit of intervention. Currently the Government in collaboration with Development Partners has formulated the Agricultural Sector Development Programme (ASDP) to be supported through a basket fund and which addresses agriculture as a single unit of intervention, and which progresses further the move towards Ag-SWAp. At the same time, further actions towards Ag-SWAp need to take into account the experiences which have been gathered so far, and the current reforms which are being implemented in the public sector. Furthermore, the Government has formulated the NSGRP as the over-arching strategy for aligning sector strategies to the country's efforts of poverty reduction. Further actions in the agriculture sector therefore need to be anchored to the already on-going reforms and initiatives. These actions also need to strengthen the processes of coordination and collaboration, bearing in mind that there are several ministries and many LGAs which are responsible for the development of the sector, let alone the many private sector actors.	\$150,000
Planned efforts to develop national capacities for management of the development process, e.g. SWAp, national systems, capacity assessments and measurement of results * UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels	Continued support to the development of a SWAP within the health sector in Zanzibar	Increased evidence of joint partners' efforts towards a Health sector wide programming, budgeting and monitoring arrangement and its increasing alignment with ZPRP goals and targets	Support provided to GoT for preparation of the national report on the implementation of the Brussels Programme of	

Programme of Action of LDCs

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Planned initiatives for the implementation of "quick impact" interventions	Millennium Village (MV) launched in Tabora village.	Evidence that the MV has been launched	MVP launched in May 2006 by Prof. Sachs; all staff in place and activities commenced in all areas by August, including agriculture, education, health and infrastructure.	\$587,260
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UN plan to support the implementation of the UNDG Action Plan on the Development Outcome of the World Summit (MDG Action Plan) *

Planned efforts to elaborate and/or implement a post-crisis UN transition plan or strategy	N/A		UN Emergency preparedness and planning	\$4,309.00
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Increasingly using and strengthening national systems

Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of: Programme/project reporting	UNDAF (2007-10) ready for implementation and in line with the Poverty Monitoring Master Plan (PMMP) and the JAS harmonized arrangements for the M&E of the MKUKUTA and ZPRP.	Evidence that UNDAF (2007-10) is in line with the PMMP and JAS harmonized arrangements for the M&E of the MKUKUTA and ZPRP	Final UNDAF M&E matrix aligned to PMMP indicators. GoT-led JAST Action Plan work ongoing including to harmonize arrangements.
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Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of: PRS/sectoral monitoring and evaluation systems	Review of the PMMP completed, incl. integration of sector and local M&E systems in the national PMS	Evidence that the updated PMMP reflects sector and local M&E systems, incl. consideration on strengthening of routine data.	Updated PMMP in place. Architecture of MMS revised. RIMKU developed by Govt. to better involve LGAs and MDAs in reporting on MKUKUTA targets for annual implementation report. (MMS = Mkukuta Monitoring System; PMMP = Poverty Monitoring Master Plan; RIMKU = Reporting and information system on MKUKUTA targets).
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Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of: Annual PRS/sectoral performance reviews	UNDAF (2007-10) ready for implementation and in line with the PMMP and harmonized arrangements for the M&E of the JAS.	Evidence that UNDAF (2007-10) is in line with the PMMP and harmonized arrangements for the M&E of the JAS.	UN reliance on nationally produced PHDR reports and nationally produced MKUKUTA annual implementation reports. Sector reviews underpin UN planning, M&E, and reporting outputs.
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Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of: PRS/sectoral progress reports	UNDAF (2007-10) ready for implementation and in line with the PMMP and the JAS harmonized arrangements for the M&E of the MKUKUTA and ZPRP.	Evidence that UNDAF (2007-10) is in line with the PMMP and JAS harmonized arrangements for the M&E of the MKUKUTA and ZPRP	Evidence as indicated. National reports emerging from MKUKUTA or sectoral reviews key information source for all UN work.
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Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of: National procurement systems	HACT related macro and micro assessment completed, incl. its coordination with the nationally led assessment on Public Expenditure & Financial Accountability Review (PEFAR)		HACT assessments successfully completed by year end, in time for launch January 2007.
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Increased efforts on HIV/AIDS

Planned activities to operationalise the GTT Recommendations relating to the joint UN Team on AIDS and the UN Programme of Support including ISP	Local agreement of a division of labor GTT recommendations on a Division of Labor (DoL) among UNAIDS co-sponsors adapted to the Tanzanian context and approved by all co-sponsors. Implementation of the DoL in support of the Joint Program on HIV/AIDS in Zanzibar and on Tanzania mainland	Documentary evidence that the DoL is effectively being implemented in Mainland and Zanzibar	The UN joint support plan on HIV and AIDS reflects the agreed on Division of Labour by lead agencies and others active in different areas.
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Planned efforts to support the national response to AIDS through strengthening the Three Ones	Joint Program on Zanzibar and Tanzania mainland. See Section on Joint Program on HIV/AIDS for Mainland and Zanzibar.		Joint programmes finalized. Implementation has started.
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Increased efficient and cost-effective operational coordination

Planned initiatives to move forward on common premises & services and cost sharing (including Joint Office initiative)	Planning for common supplier(s) of stationery and supplies, cell phone services. - Establishment of common procedures for vehicle tracking in the country; UN telecommunications and IT assets assessment and tracking. - Common Services Management focal person designated.	- Documentary evidence of progress towards common suppliers and cost-sharing - Evidence that common procedures for tracking assets are in use. - CS Management enhanced.	Four thematic groups established by OMT to work on common issues and harmonisation of procedures and practices across UN Agencies (Finance, Procurement & General Services, Human Resources and ICT). Benchmarked procurement processes across UN agencies (UNICEF, UNDP, World Bank, GoT); Successful CO hardship reclassification, joint procurement of Avian Influenza supplies, roll out of harmonized local consultancy rates, UN position paper on protocol issues submitted to MoFA (ID cards, taxation, importation of vehicles); benchmarked foreign exchange rates obtained across UN Agencies (UNICEF, UNDP/UNFPA, WFP); benchmarked local entitlements (overtime, drivers' bonus, etc.); Took initiative to provide emergency/security loans to national staff				
Planned initiatives to move forward on common premises & services and cost sharing (including Joint Office initiative)	Joint Training for travel / procurement clerks Joint Training in Business English / Office Practice for Secretarial/Registry staff.		These joint training activities did not take place.	\$3,000.00			\$4,000
Planned initiatives to move forward on common premises & services and cost sharing (including Joint Office initiative)	Common Services Workshop for OMT held		OMT workshop held and functional workplan developed. Re-empowered and re-energized OMT.	\$3,000.00			\$2,500
Planned initiatives to move forward on common premises & services and cost sharing (including Joint Office initiative)	UN Local Expatriate Spouses Association established. Local employment regulations reviewed and Government consulted on employment of UN spouses.	UN/LESA established and focal person designated.	UN position paper on protocol issues (including spouse employment) submitted to Ministry of Foreign Affairs				\$2,500
Planned efforts to support implementation of the harmonized approach to cash transfers *	Develop a UN Common Gender Resource Monitoring Tool			\$10,000.00			
Planned efforts to support implementation of the harmonized approach to cash transfers *	- Establishment of HACT Steering Group for the participating ExCom Agencies - Jan 2006 - Participation in regional HACT workshop - Feb 2006 - Tanzania HACT Country Action Plan prepared - March 2006 - Communication strategy on HACT process prepared - March-April 2006 - Desk Review of existing macro assessments such as Public Expenditure & Financial Accountability Review (PEFAR) and other assessments to be done by a consultant - March-April 2006 - Alignment to Government processes for external reviews and incorporation of micro-assessments into the PEFAR process. June-September 2006 - HACT training to be conducted in 2006 for ExCom Agencies and partners and rollout plan to be prepared for 2007 - November-December 2006	Evidence that the macro/micro assessments have been harmonized to the largest possible extent to the PEFAR as per GoT request to have "one process, one assessment" of in-country core reforms, incl. Public Financial Management (PFM), procurement, audit, etc. Consultant for desk review of macro assessments hired HACT Training conducted HACT rollout plan prepared	PFM specialist contracted. Well-known to Tanzania Macro and micro assessments completed. Members of the Operations Management Team attended the HACT training workshop in Johannesburg.	\$20,000.00	\$2,612.00	\$12,862.00	\$30,000
Strengthened coordination capacity of the UNCT							

Considered staffing of RCS support	1 UNDAF Advisor attached to RCO (DFID funding) January-December 2006	UNDAF (2007-10) prepared	UNDAF officially signed and launched 5 July 2006.	\$1,026.00	
Considered staffing of RCS support	1 Social Development Advisor recruited (Norway \$20,000, WFP \$40,000, balance \$80,000 TBD) - January-December 2006	Integration of UN JSR recommendations in UNDAF. UNDAF results matrix (Cluster 2) prepared.	Joint Strategic Review (JSR) recommendations integrated in UNDAF and all key UN papers. Cluster 2 of UNDAF prepared. Civil society consultations coordinated. Strategy papers on UN reform prepared. JAST Working Group member.	\$3,037.00	\$40,000
Considered staffing of RCS support	1 JPO attached to RCO (Norway funding) February-December 2006		The process of establishing a UN-Civil Society Advisory Committee coordinated; Action 2 implementation coordinated; UNCMT minutes prepared; UNDEF proposal developed.		
Considered staffing of RCS support	1 UN Coordination Analyst (RCO Manager) recruited (UNDP funding)	UN coordination analyst recruited	Recruitment did not take place		\$29,913
Considered staffing of RCS support	1 UN Coordination Associate attached to RCO (UNDP funding)		Coordination support for UNCT enhanced.		\$22,652
Considered staffing of RCS support	1 UN coordination assistant recruited (UNDP/SRC funding)	UN coordination assistant recruited	UN Coordination assistant in place (UNDP funding).	\$16,961.00	
Considered staffing of RCS support	1 Temporary administrative assistance to RCO (SRC funding)		Not recruited.	\$1,500.00	
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	UNCMT/IAPC/OMT Team-building retreat	Action Plan prepared	Took place in May 2006	\$7,000.00	\$4,596.00
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	Training on Human Rights Based Approach (see joint Action 2)	Evaluation feedback from participants at the training workshops. Training manual updated.	Consultants contracted to finalise HRBA training package. Testing of training package conducted.		
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	Training in Gender analysis and Key International Conventions with link to the national plans and processes	- Number of UN programme staff trained - Number of Partners trained - Identified processes linked	Not undertaken due to delay in finalising the 'Inter agency guide on Gender responsiveness', which was developed after undergoing a capacity analysis. The activity will be undertaken in 2007.	\$500.00	
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	- UN website and intranet online - Training for UN staff on website maintenance	- UN website and intranet online - Number of UN staff trained on website maintenance	Communication consultant completed assignment. Prepared advocacy materials and conducted photography training for UN Communication Group. UN website set up, UN staff trained on maintenance. However site needs to be redesigned in 2007 to make it data-based and enable search functions	\$2,000.00	\$18,206.00
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	Support to Secretary General's High Level Panel on UN System-wide Coherence in the area of Development, Humanitarian Assistance and the Environment		Former President Mkapa met with UNCMT for a lengthy discussion/exchange of views (7 July 2006)	\$10,000.00	
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	Other measures (conference hall hire, equipment, communications, etc.)		Regular joint consultations hosted by RCO for UNCT (internal) and with external partners . Printer and scanner purchased for RCO.	\$20,000.00	\$9,771.00
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	Involvement of non-resident UN Agencies in the UNDAF process	Joint initiatives with non-resident UN Agencies	UNIFEM regularly informed of UN CT initiatives. UNIFEM providing gender-related technical support.		
TOTAL				\$110,969.00	\$12,862.00

Joint Programmes

Joint Programmes

Title	Theme	Linkages to MDGs and UNDAF outcomes	Duration (from/to)	Fund management Modality	Manag. agent	Admin. agent	National or local partners and donors	Total budget
ESMIS - Education Sector Management Information System	Education	UNDAF cluster III: By 2010, democratic structures and systems of good governance as well as the rule of law and the application of human rightst, with a particular focus on the poor and the vulnerable groups, are strengthened.	2006 - 2009	Pooled	UNESCO		PMO, PMO-RALG, MoEVT, MoHEST, MoCDGC, UNICEF, UNESCO, UNFPA, EU	\$1,422,301.0
Human Security Programme for Northwestern Tanzania	Conflict Recovery		2005 - 2007	Parallel Pass-through		UNDP	UNICEF, UNIDO, FAO, UNHCR, WFP, PMO/RALG, MoPS, MoE, MoHA	\$4,030,000.0
UN Joint Programme on HIV & AIDS Tanzania (Mainland) 2006	HIV/AIDS	MDG 6: UNDAF Outcome: 1.Broad based equitable growth is achieved and sustained ensured 2. Improve quality of life and social well-being with particular focus on poorest and most vulnerable groups 3. Good governance and rule of law	2006 - 2010	Parallel Pooled	UNDP	UNDP	TACAIDS; MDAs; CSOs; Private Sector, DPs, NGOs, CSOs, FBOs	\$644,600.0
UN Joint Programme on HIV & AIDS Zanzibar 2006	HIV/AIDS	MDG 6: UNDAF Outcome: To achieve and sustain of income poverty Improved social well-being and access to quality social services with emphasis on poor women, men and most vulnerable groups A society governed by the rule of law and government that is predictable, transparent and accountable	2006 - 2010	Parallel Pooled	UNDP	UNDP	ZAC; MDAs, Private Sector, DPs, NGOs, CSOs, FBOs	\$139,580.0

Coordination Procedures and Practices

Coordination practices and procedures

CP	Results
<p>Zanzibar – supporting the development of Strategy for Growth and Reduction of Poverty (ZSGRP or MKUZA in Kiswahili): The UNCT participated in the participatory review of the previous PRSP (ZPRP) and the development of the revised Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP), or MKUZA as it is known in Kiswahili. The process that was supported by UNDP with funds from DfID, involved a multi-sectoral team led by the Ministry of Finance with membership from central and sector ministries, agencies and departments. Civil society organizations and private sector institutions were also represented while the role of the UNCT was to provide technical assistance and advisory services to the consultative process. The UNCT (UNDP, UNPFP, UNICEF, FAO) worked closely with the ZPRP Coordination Office and provided a link to the wider Development Partner Group including bilateral partners. The UN agencies provided crucial support through advice and access to documentation, data and information. The UN RCO assisted in consolidating comments on the draft documents and working with the wider DPG for a unified response.</p>	<p>Very high transaction costs since a large and diverse group was involved, since so many consultative meetings were required. The capacity of the national coordination mechanism was weak as such a lot of logistical and technical support was required from the UNCT.</p> <p>Improved efficiency in sharing of information, engaging in dialogue and providing timely inputs to the strategy preparation process; Successful advocacy and inclusion of cross-cutting themes in analysis and strategy development (gender, environment and HIV and AIDS); Coordinated technical assistance by UNCT with thematic advisors provided to Drafting Team.</p> <p><i>Transaction costs:</i></p> <p><i>Achievements:</i></p> <p><i>Lessons learned:</i></p> <p>In the short-term, this has led to increased transaction costs within UN (i.e. more Inter-Agency Programme Committee</p>

HIV/AIDS GTT Division of Labour:

The UN Theme Group in Tanzania discussed the recommendations of GTT concerning the Division of Labour and adopted them to the local situation. In domesticating GTT the UN Theme Group was able to clarify, delineate responsibilities and eliminate overlaps.

By identifying lead organizations for each area, accountability for provision of quality and timely technical support was reinforced while a single entry point for government and other relevant stakeholders was also clarified.

Transaction costs:

The establishment of the UN Joint Team on HIV and AIDS which led to the development of UN Joint Programme of support gave the UN a head start in delivering as "One". This increased collaboration and cohesion among the UN family.

Achievements:

The biggest lessons learned in implementing the Global Task Team recommendation is that the Agencies are willing to work closer together at country level and the Government and other stakeholders welcome the common entry point in collaborating with the UN System in HIV and AIDS. The difficulties seem to be at global level with the Programme Coordinating Boards.

Lessons learned:

The UN Theme Group has taken the bold decision to jointly support Community Capacity Enhancement (CCE) at district level which reduces transactional costs to the Local Government Authorities who are now handling the programme supported by the UN.

Transaction costs:

1. Improved sharing of information amongst different UN agencies;
2. UN proposed ONE coherent strategy to TACAIDS (National AIDS Coordinating Body) on how best to help scale up District and Community Responses to HIV & AIDS;
3. Enabled TACAIDS to scale up District and Community Response with Local Government Authorities;
4. This programme provided an effective framework with which to engage with Development Partners (Resource Mobilisation) and NGOs regarding providing technical support;
5. Strengthened capacity at District level to manage a multi-sectoral response to HIV & AIDS.

Community Capacity Enhancement for HIV and AIDS:

The UN Joint Programme on HIV & AIDS in collaboration with TACAIDS and the Prime Ministers Office for Regional Administration and Local Government in 2006 decided to help scale up HIV and AIDS responses at a community level by placing a National United Nations Volunteer (UNV) in 22 local councils. The UNV will help build the capacity of the Council Multi-sectoral AIDS Committees at District, Ward and Village levels, help communities to plan and implement local interventions, rally youth and women's groups and encourage People Living with HIV & AIDS to play a more active role in fighting stigma and discrimination in their communities.

Achievements:

1. Having a clearly articulated intervention framework provides a platform to encourage the 'buy in' of UN agencies, national actors as well as Development Partners and NGOs & CBOs, resulting in one harmonized approach.

Lessons learned:

2. It is critical to build partnerships with Development partners, Regional Agencies, Civil Society Organisations and Faith Based Organisations who are also active at district level in order to have a comprehensive and expanded response at local level.

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2007 Workplan

UNDAF Outcomes

1. Increased access to sustainable income opportunities, productive employment and food security in the rural and urban areas UNDAF 2007-2010
2. Increased access to quality basic social services for all by focusing on the poor and most vulnerable UNDAF 2007-2010
3. Strengthened democratic structures and systems of good governance as well as the rule of law and the application of human rights, with a particular focus on the poor and vulnerable groups UNDAF 2007-2010

2007 Workplan

KEY RESULTS AREA	Expected Outputs	Perf. Indicators	Actual Outputs at Year End	Funds required/spent at Year End						
				SRC		UNCCF		UN Agencies		Other
				Req	Spt	Req	Spt	Req	Spt	
Coordination for Results UNCT Contribution to the National Development Plan/Poverty Reduction Strategy	UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PRSP	(1) Mechanisms for UN coordination renewed and strengthened to support implementation of the National Strategy for Growth and Poverty reduction (MKUZA) (2) Sectoral strategies reviewed and aligned to MKUZA (3) The development of a national social protection	(1) Evidence of progress in the implementation of the One UN Programme; (2) Sectoral strategies reviewed and aligned to MKUZA/Growth Strategy;							

		strategy supported and strengthened through participation in the Task Team	
	UN plan to support the implementation of the UNDG Action Plan on the Development Outcome of the World Summit (MDG Action Plan) *	(1) MDG costing exercise complete for MKUKUTA and MKUZA (2) National Reporting on MDGs strengthened through coordinated UN support	(1) Evidence that results of costing exercise influence MTEF budget (2) MKUZA costed for 2008/09
	UN support to capacity development strategies	(1) The joint programme on capacity development implementation on-going (2) Tanzania Socio-economic Database (TSED) and statistical literacy Mainland/Zanzibar supported, including gender analysis (3) Zanzibar Budget Allocation System (ZBAS) for MKUZA developed and associated capacity built (4) Capacity for MKUZA communication strategy built	(1) Evidence of progress in the implementation of the joint programme (2) Capacity for statistical literacy and use of TSED improved (3) ZBAS established and used for resource allocation (4) Communication Strategy implemented
	UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs *	UN support for implementation of the Brussels Programme of Action	Evidence of progress in the implementation of BPA
Aid	Formulation/implementation of a transition plan or strategy Planned efforts to making use of national systems in the	HACT recommendations on use of national systems	Proportion of UN support

Coordination/Management/Paris Declaration

UNDAF/Common Programming	Efforts to align UN programme cycle with national development cycle *	(1) A hybrid approach adopted for programme planning and MTEF reporting; (2) MKUKUTA sectoral costing results linked with MTEF/Budget framework and determination of budget deficit and fiscal space; (3) A UN central depository of UN MTEF and actual disbursement data developed	(1) Proportion of UN support reflected on national budget (2) Budget deficit scenarios and fiscal space developed (3) RCO database fully operational			
	Progress towards UNDAF outcomes (inputs provided by theme group chairs)	(1) Joint monitoring and evaluation framework in place	(1) Measureable results recorded and informing UNCMT decisions			
	UNDAF Annual Review/ UNDAF Evaluation *	Annual Review conducted jointly with Ministry of Finance and key counterparts drawing from sector reviews and reports	A good quality Standard Progress Report	\$5,000.00		
Joint Programmes	Preparation/implementation of new Joint Programmes *	5 new joint programmes designed and implemented: (1) Maternal and neonatal mortality; (2) Wealth creation and economic empowerment; (3) Capacity building for development management; (4) Capacity building for Zanzibar; (5) -1- North West Tanzania Transition; and -2- Strengthening National Disaster Preparedness and Response Capacity Operations Management Team (OMT) positioned to support the One UN Pilot by training members on Joint Programmes, funding mechanisms and instruments.	Programme documents available. Five UN joint programmes designed and implementation started. Needs Assessment for finalization of Joint Programme in NW Tanzania - Transition Phase 3 - conducted. OMT members better able to support the development of Joint Programmes and advise on design and selection of funding modalities for specific joint programmes.	\$50,000.00		\$2,098,119.
HACT	M&E of Joint Programmes	M&E framework in place.	M&E framework operational.			
HACT	Plan for the roll-out/implementation of HACT in the country	HACT fully operational in 2007; Use of FACE; Second round of macro assessment; Use of exchequer system; Mapping Government account report.	(1) Micro assessments completed (2) Usage of FACE by UN Agencies			
Gender Equality	Strengthening national systems/capacities through HACT *	Comprehensive capacity building programme on gender equality and mainstreaming designed and implemented	Evidence of gender mainstreaming in national planning processes			
	Gender theme groups able to support enhanced effectiveness of UNCT to respond to national priorities for gender equality	(1) UN Action plan on gender mainstreaming adopted and implemented; promotes protection of women's rights and contributes to the achievement of gender equality targets in the MKUKUTA/MKUZA. (2) Capacity of government	(1) Effective gender theme group			

		and non-state actors strengthened through policy dialogues to harmonize legal regimes in such areas as marriage, affiliation, inheritance and land tenure.		
HIV/AIDS	Operationalization of the joint UN Team on AIDS and the UN programme of Support	Terms of Reference fully implemented. Joint HIV and AIDS Programme for Mainland and Zanzibar fully reflecting UN support to the national response.	Evidence of operationalization of the Joint Team as documented in the semi-annual and annual report. Programme documents available.	
	UN support to the national response to AIDS through strengthening the Three Ones *	(1) National Multi-Sectoral Strategic Framework revised. (2) National M&E tool (TOMSHA) finalised. (3) National coordinating mechanisms (ZAC/TACAIDS) strengthened	(1) Revised MNSF adopted (2) Data available and timely reports on the NMSF (3) Evidence of more efficient utilisation of resources	
Coordination of Humanitarian/Natural Disaster Operations	Coordination of humanitarian operations *	(1) Effective coordination for UN emergency response: 1-Form the UN emergency coordination group 2-Develop ToR 3-Form the small inter-agency core team 4-Identify and define capacity building needs in disaster preparedness and response for the Government 5-Provide support to the Government in updating 2003 risk analysis and in updating existing contingency plans 6-Coordinate UNCT response to Government requests for UN support Effective coordination of Avian and Human Influenza response:	-UN emergency coordination group formed and operational -ToR finalized and approved -Core team formed and operational -Joint Assessments done -Plans updated and tested -Communication system established and working	\$3,000.00
	Preparation of crisis prevention/natural disaster operations/plans	-Coordinate the UN and development partners preparedness strategy for AHI outbreak in Tanzania; -Coordinate the UN support package to GoT		
	Contingency Plan initiatives	Effective coordination of humanitarian/development transition interface: 1-Revitalize the North-Western Tanzania strategic coordination Task Force 2-Define the inter-agency strategy for NW Tz 3-Coordinate the joint UN strategy to support host communities in Kagera and Kigoma regions 4-Coordinate the joint Human Security Trust Fund (HSTF) programme for NW Tz	-Task Force up and running -Strategy defined and approved -UN strategy for host communities implemented -Joint HSTF programme implemented	
Common Services and Premises		Planned initiatives to increase cost-effectiveness of UN operations, incl. common administrative services and common arrangements in support of programme	(1) Joint workplans for Operations thematic working groups (Human Resources, Finance, Procurement and General Services, and ICT); (2)	(1) Joint workplans formulated and agreed activities implemented (2) Joint training

	delivery (including Joint Office initiative)	Joint Training for UN Operations Staff; (3) Harmonized common services practices (to the extent possible) and Long Term Arrangements (LTAs) negotiated with key service providers.	conducted (3) LTAs established for key services				
	Planned initiatives on common premises	A One Office in Zanzibar (where possible). Negotiations started with Government of Zanzibar on One UN office	Common premise and services, and steps undertaken towards One UN in Zanzibar.				
UN REFORM	Formulation and Implementation of the Roadmap to One UN Pilot in Tanzania	(1) A Steering Committee for the One UN established. (2) Concept Note on UN Reform developed. (3) A One UN Programme developed. (4) A UNCT baseline established and benchmarks identified. (5) An effective monitoring system put in place to measure progress and inform decision-making at the UNCMT level. (6) A series of change management training and workshops conducted for UN colleagues. (7) Capacity assessment and skills profile of the UNCT. (8) One UN Fund in place. (9) A risk assessment developed. (10) An audit plan to advise UNCT modifications to agency policy commitments and operations developed. (11) Criteria for allocation of funds & Medium Term Strategy for One UN in Tanzania beyond 2008 developed.	Evidence of progress on implementing the Roadmap to One UN in Tanzania Evidence of knowledge development and improved information sharing. Baseline established UNDAF M&E framework linked to One Programme M&E framework Training conducted Assessment conducted Agreement reached on One Fund Risk assessment in place Audit Plan developed Criteria for allocation of funds in place. Mid-term Strategy in place.	\$36,600.23	\$70,000.00		\$541,915.
UN Advocacy and Resource Mobilization							
Joint UNCT Advocacy and Communications	Development/implementation of the UNCT communications/advocacy strategy & plan	(1) Effective communications strategy promoting One UN developed and implemented. (2) Strengthening communication and cooperation with key stakeholders. (3) A document clearing house in place and effectively serving the information and learning needs of the UN country team. (4) Consultant to support the upgrade, maintenance and management of the UNCT website recruited.	(1) Communication Strategy developed and implemented. (2) Quarterly meetings of the UN Civil Society Advisory Committee held and enhanced cooperation with Civil Society. (3) A document clearing house in place. (4) Website upgraded.	\$2,617.00	\$60,000.00	\$40,000.00	\$160,000.

Joint UNCT Resource Mobilization Strategy	Development/implementation of RM strategy	The strategic partnership with like minded donors finalized	Funds received				
Non-Resident UN Agencies							
Special measures to integrate non-resident UN agencies in UNCT processes	Supporting the Involvement of non-resident UN agencies in the national strategic planning processes/ UN programming	(1) Continue to circulate all relevant documents, outcomes of retreats etc. to non-resident agencies (2) Invite participation to country team retreats, meetings where appropriate (3) More effective support for NRAs.	Regular inputs received from non-resident agencies NRA Coordination Analyst recruited.			\$62,200.00	
Coordination Capacity of the UNCT							
Strengthening UNCT Coordination Capacity	RCO Staffing	(1) 1 UNDAF Senior Adviser recruited. (2) 3 Cluster Advisors recruited. (3) Senior Operations Adviser recruited. (4) Communications Specialist recruited. (5) 2 UN Coordination Support Staff (Coordination Associate & Coordination Assistant). (6) Temporary assistance - support staff	(1) and (2) Evidence of added value of policy advice to national dialogue processes. More effective UN coordination and engagement. Quick response to challenges and opportunities of piloting the One UN at the country level. (3) Evidence of added value for policy advice on operational issues. (4) Enhanced Communications on One UN. (5) Efficient and more effective UN coordination.	\$71,432.77	\$70,000.00		\$671,935.
	Materials/Equipment	Fully functioning work space with computers, printer, telephones, office furniture and supplies for RCO staff; audio-visual equipment and supplies for communication adviser	An effective and well-functioning UN Resident Coordinator's Office	\$15,000.00			
	Training of UN staff	(1) Training of UN Agency staff on joint programming leading to the formulation of JPs, identification of appropriate modality, and involving regional office and DGO participation. (2) Training of RCO staff	Training conducted and evidence of knowledge applied to UN programming work	\$15,000.00			
	ACTION 2 Training on Human Rights Based Approach	Training of UN Agency staff on Human Rights Approach to development programming with renowned HRAP specialist (Action 2 funding).	Training manual; training conducted and evidence of knowledge applied to UN programming.				\$99,966.
TOTAL				\$151,650.00	\$250,000.00	\$142,200.00	\$3,741,427.

[Feedback and suggestions](#)

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