Delivering as One
in Tanzania:

Annual Report 2011

Submitted by
The Office of the UN Resident Coordinator
in Tanzania

Prepared By UNDP Tanzania
On behalf of UNDP Multi-Donor Trust Fund Office &
The Office of the UN Resident Coordinator in Tanzania

Key definitions

Approved Project
A project that has been approved by the Joint Government – UN Steering Committee

Donor Pledge
An amount indicated as a voluntary contribution by a donor. Pledges are not included in the financial statements. Financial reports only report on legally binding donor commitments and deposits to the One UN Fund for the United Republic of Tanzania.

Donor Commitment
Contribution commitment by donors as indicated in signed Standard Administrative Arrangement with the UNDP Multi-Donor Trust Fund Office in its capacity as the Administrative Agent of the One UN Fund.

Donor Deposit
Cash/amount deposited by donors in the Multi-Donor Trust Fund Office for the One UN Fund.

Implementing Partner (IP)
The Implementing Partner is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of JP resources. Possible IPs include government institutions, inter-governmental organizations and eligible non-governmental organisations.

Joint Programme (JP)
A JP is a set of activities contained in a common work plan and related budget, involving two or more UN organizations and (sub-) national partners. There are three fund management options for joint programming: Parallel, Pooled and Pass Through.

Joint Government and UN Steering Committee (JSC)
Co-chaired by the Permanent Secretary of the Ministry of Finance and the United Nations Resident Coordinator, the Joint Steering Committee provides strategic guidance to the One UN Programme and strategic leadership of the One UN Fund. This includes resource allocation in accordance with agreed criteria and monitoring of the overall programme implementation.

Managing Agent (MA)
UN Agencies participating in a specific JP selected one UN agency to act as the Managing Agent of the JP. The MA was the single contact point for the IPs and managed the transfer of funds to IPs from One UN Fund/pooled funding and the related financial management.

National Execution (NEX)/National Implementation (NIM)
The overall management of UN Programme activities in a specific country undertaken by an eligible national entity of that country (refer to IP entry). The implementation of projects requires that the national institution acting as IP has the technical and administrative capacity to assume the responsibility for effectively receiving, applying and accounting for mobilized funds required to be used for inputs in order to reach the expected outputs. At the same time, it is expected that the implementation of the NEX/NIM modality contributes to building national capacities.

Parallel Funding

This refers to each Participating UN Organisation's own funds used for implementing certain activities that have been commonly agreed in the annual work plan of the JP. Programmatic and financial responsibility remains with each individual Participating UN Organisation.

Participating UN Organisation (PUN)

UN Agencies that participate in a particular JP or agreed UNDAP Working Group. Participation does not require receipt of funds from One UN Fund as PUNs can also use their own resources.

Pass-through Funding

Funding mechanism which involves Donors and UN organizations agreement to pass funds through one UN Organization – the Administrative Agent (AA). Funding passed through the AA is not recorded as income for the AA, nor does the AA assume programmatic or financial responsibility of the funds after disbursement to PUNs. The AA is reflected as donor instead of the original donor. The One UN Fund in Tanzania uses the Pass-through funding modality.

Pooled Funding

Funding mechanisms involving UN organizations pool funds together managed by one UN organization – the Managing Agent (MA). Programmatic and financial responsibility rested with the MA and funds were recorded as income to the MA.

Project Expenditure

The actual expenditure recorded against project activities by each PUN in accordance with the agency's own financial rules and regulations.

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Executive Summary

This report details the key achievements and lessons learnt of the Joint Programmes (JPs) which concluded on 30 June 2011, under the UN Development Assistance Framework (UNDAF) 2007-2011 and the first six months of UNDAP 2011-2015 implementation. Activities were funded through the One UN Fund for Tanzania and resources of Participating UN Organisations (PUNs). The requisite Financial Report is also incorporated, which includes expenditures from the One UN Fund as well as from PUNs' own resources.

The JPs were aligned to the three pillars of Tanzania's 2005-2010 National Strategy for Growth and Reduction of Poverty (MKUKUTA) and its equivalent in Zanzibar (MKUZA). Under this modality, between 2008-2011, UN Tanzania provided technical and financial assistance to partners to achieve substantive results. These encompassed a range of interventions from the establishment of an institutional and governance framework for effective management of Labour Management Information Systems (LMIS) to

1	Wealth Creation, Employment and Economic Empowerment
2	Maternal and Newborn Mortality Reduction
3	HIV and AIDS in Tanzania
4	Capacity Strengthening for Development Management (Mainland)
5	Capacity Strengthening for Development Management (Zanzibar)
6.1	Northwestern Tanzania: Transition from Humanitarian Assistance to Sustainable Development
6.2	Strengthening National Disaster Preparedness & Response Capacity
8	Communications (One Voice)
9	One Office
10	Education
11	Environment

Table 1: Joint Programmes 2008-2011

increased access to emergency obstetric care at the Primary Health Care level, from the development of a Tanzanian Food Security and Nutritional Analysis System to the creation of an Implementation Framework and communication strategy for the MKUKUTA II, and from the formulation of medium-term Human Rights Education strategy to the finalisation of a handbook on the Clean Development Mechanism (CDM) to guide identification, initiation and up-scaling of relevant projects in country.

Under the One Office, the UN made strides in the harmonisation of business practices, specifically in the areas of Procurement, Finance, ICT, and Human Resources. A part-time UN procurement team (TOPT) was created which established Long Term Agreements (LTAs) with selected vendors along with a LTA monitoring tool. Both have generated time and financial savings for the UN. A common UN ICT platform was established to bring increased efficiency and effectiveness to the work of the UN in Tanzania in terms of knowledge management, human resources management and team working. Regarding the Harmonised Approach to Cash Transfer (HACT), UN Tanzania now utilises a common Funding Authorisation and Certificate of Expenditure (FACE) form for transfer and reporting of cash to IPs.

The One Voice JP, developed to ensure effective information on the change management process, promote collective UN staff support for DaO, and ensure greater emphasis on advocacy, communication for development and capacity building across the UNCT delivered results across four key areas: social policy advocacy with gender as a cross-cutting theme; capacity development of youth and the media; internal communication on the reform process; and communication for development. In the final months prior to the UNDAP launch, the JP focused its efforts on ensuring the key messaging on the benefits of the UNDAP were widely disseminated and understood.

Based on the experiences of the JPs, the UN Country Team (UNCT) sought to establish a single, coherent One UN Country Plan for *all* UN agencies' activities (resident and non-resident) for the subsequent programming period, the UN Development Assistance Plan (UNDAP) 2011-2015. This articulates in greater detail than ever before the precise UN contribution to the national priorities outlined in the Poverty Reduction Strategies (PRS) for Tanzania. The Plan is aligned to Government's planning cycle and fiscal year (July to June) to increase use of and inputs into national systems, and is based upon national ownership and leadership.

The UNDAP supports and contributes to the national development goals and realization of human rights, including the right to humanitarian assistance in line with the three clusters of the MKUKUTA II and MKUZA II. 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 refugee assistance – but account for 31 percent ($243 million) of the UNDAP programme budget.

In Cluster I, the 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). The UNDAP under Cluster II 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). In Cluster III, the UN addresses the enabling environment for development – effective governance and delivery of public services, democracy, and further fulfillment of the GoT's international treaty obligations, emergency preparedness and response, and continued solution-focused assistance to refugees ($270m, 35 percent).

The UNDAP integrated a human rights based approach to programming: the causality analysis reflected structural causes for the non-realisation of human rights; a role and capacity gap analysis pointed to specific measures for duty bearers to enhance their respect for, protection and fulfilment of human rights; rights holders' ability to claim rights and participate in decision making processes affecting their situation was also assessed. As a result, many outcomes, outputs and key actions address human rights, gender equality and women's empowerment deficiencies directly. In addition, under the leadership of UNESCO, the UN Country Team formed an Interest Group on Culture and Development, with the aim of identifying entry points for enhancing cultural mainstreaming of the One Programme in 2012.

During the reporting period, the Country Team also supported national partners in their preparations for the Universal Periodic Review under the Human Rights Council, demonstrating its comparative advantage in supporting national actors to engage with international human rights mechanisms. Another highlight on advocacy during 2011 concerned the UN Country Team allocated funds to the Tanzania Media Association to implement a media campaign for 16 Days of Activism for No Violence against Women and Children and a meeting with the Editors Forum on the same issue. This yielded more than 27 news articles in national

media in support of the rights and claims of survivors of domestic or gender violence, a prevalent threat to gender equality in the country.

The UNDAP comprises of a Programme Results Matrix, (a framework of **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imebound (SMART) Outcomes and Outputs plus Key Actions), a Monitoring and Evaluation Matrix which includes indicators, baselines, annualized targets and means of verification and a Delivering as One Matrix which defines the desired strategic results and actions of the reform process. Under the UNDAP planning and results monitoring system, these components are subject to the same robust assessment as the programmes.

A web-based Results Monitoring System (RMS) allows UN agencies to record plans and report biannually progress towards agreed results, delivery on activities and resource allocations. Under the Joint Government and UN Steering Committee's leadership, a common review process enables partners to jointly assess the status of the UN's interventions across the various Working Groups, providing the basis of a One UN Annual Report on the Programme of Cooperation. Findings support appropriate strategic, programmatic and operational adjustments, as required, for reflection in the UNDAP and subsequent AWPs. Further, reviews form the basis of annual One Fund allocations by the JSC to Working Groups (and PUNs therein), assessed according to performance against desired results, mainstreaming of cross-cutting considerations and financial delivery.

The One Fund is a key source of funding for the implementation of UN programmes in Tanzania. Since the creation of the fund, donors have been made significant contributions and actively engaged in the DaO process. For 2011, contributions to the One Fund totalled $31,863,230, including $13,780,000 or just over 42% compared to approximately 30% by end December 2010. Out of the funds received in 2011, $21,468,184 was transferred to PUNs, representing approximately 67% of the funds received. This is substantial, given the reporting period encompasses only the first six months of UNDAP implementation. The balance of funds with the AA at the end of 2011 is 10,085,331.

1.0 Introduction

In response to the High-Level Panel on UN System-Wide Coherence recommendation that the UN system should 'Deliver as One' (DaO) at country level, in 2007 the Government of Tanzania formally signalled its interest to become one of eight countries to pilot the reform. UN Tanzania was consequently mandated to innovate and experiment with ways of planning, implementing and reporting as One to enhance its coherence, efficiency and effectiveness across four pillars: One Programme, One Leader, One Budget and One Office. One Voice was added as a component at country level with subsequent formal endorsement at the Fourth High Level Inter-Governmental Conference on Delivering as One, Montevideo 2011.

Between 2008-2011, UN Tanzania initiated nine Joint Programmes (JPs) under the auspices of the One Programme and two Joint Programmes related to the One Office and the One Voice. These encouraged the 14 Participating UN agencies (PUNs) to work together, creating a coherent and holistic approach to programming in areas of common interest.

Notwithstanding the accomplishments of the Joint Programmes, the UN Country Team acknowledged that these essentially formed a parallel structure to agency operations, increasing planning, monitoring and reporting requirements and, by extension, transaction costs. Moreover, the broader UN Development Assistance Framework (UNDAF) in which the Joint Programmes were retrofitted was found to be insufficiently focused and overly-ambitious, reflecting an emphasis on process rather than results. This adversely affected the UN's capacity to demonstrate impact or assess attribution thereof.

Based on these experiences, the UN Country Team (UNCT) sought to establish a single, coherent One UN Country Plan for *all* UN agencies' activities (resident and non-resident) for the subsequent programming period. The UN Development Assistance Plan (UNDAP) 2011-2015 articulates in greater detail than ever before the precise UN contribution to the national priorities outlined in the Poverty Reduction Strategies (PRS) for Tanzania. The Plan is aligned to Government's planning cycle and fiscal year (July to June) to increase use of and inputs into national systems, and is based upon full national participation and leadership.

One UN Fund[1]

In October 2007, UN agencies signed a Memorandum of Understanding (MoU), officially establishing the One UN Fund in Tanzania. The MOU and Terms of Reference were subsequently amended in 2011 to reflect the management and accountability modalities of UN Tanzania's programming under the UNDAP.

The One UN Fund is the mechanism through which donors can finance the components of DaO in Tanzania. It aims to streamline the management of donor contributions to DaO in Tanzania, increasing use of Government systems and procedures where possible. The legal documents for the One UN Fund include:

- MoU between PUNs, the Resident Coordinator (RC) and Administrative Agent (AA)
- Standard Administrative Arrangement (SAA) between respective donors and the AA
- Terms of Reference (ToR) outlining the purpose and principles, governance, auditing and reporting of One UN Funds.

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[1] See Annex II for further details

The Joint Government of Tanzania and UN Steering Committee (JSC) is responsible for overall management of the One UN Fund, providing strategic leadership and determining the allocation of additional funding according to agreed eligibility and performance criteria.

UNDP as AA of the One UN Fund consolidates reports received from PUNs and officially reports to donors on an annual basis, via the JSC and the RC.

The major vehicle for public transparency of operations under the One UN Fund during the reporting period was the Multi-Partner Trust Fund (MPTF) Office GATEWAY (http://mdtf.undp.org). It is a knowledge platform providing real-time data from the MPTF Office accounting system on financial information related to donor contributions, programme budgets and transfers to PUNs. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency.

Report Structure

The 2011 Annual Report of Delivering as One in Tanzania is submitted in fulfilment of the reporting provisions of the Memorandum of Understanding (MoU) between the Participating UN Organisations (PUNs), the United Nations Resident Coordinator (RC) and the United Nations Development Programme (UNDP) as Administrative Agent (AA) regarding the operational aspects of the One UN Fund for Tanzania.

The Report covers the period from 1 January to 31 December 2011, and builds on previous consolidated Annual Reports for 2008, 2009 and 2010. The Report provides information on progress made in the implementation of projects (part-)funded by the One UN Fund, as well as common challenges and lessons learned. It covers the 11 Joint Programmes which concluded on 30 June 2011 as well as the first six months of implementation of the UN Development Assistance Plan (2011-2015), which began on 1 July 2011.

The Report is based on information and data contained in individual progress reports and financial statements submitted by PUNs. It is neither an assessment of the functionalities of the One UN Fund nor performance of the PUNs. However, the report does provide the JSC with a comprehensive overview of achievements and challenges associated with UN Tanzania's programmes, enabling strategic decision-making and corrective measures, where applicable.

Following from the initial section on key development trends in Tanzania, the second chapter highlights the significant achievements of the JPs in Tanzania, which concluded June 30 2011. Reference to the Planning, Monitoring and Reporting provisions and challenges thereof are incorporated.

Given implementation of the UNDAP began on 1 July 2011, substantive results will not be provided in this report.[2] Instead details of the planned results will be afforded with some examples of early wins across the One Programme, One Office and One Voice. This chapter will also elaborate on the mainstreaming of Cross Cutting Considerations and the provisions of the Planning, Monitoring and Reporting results based monitoring system (web-based platform) which integrate principal lessons learnt from the JP era.

The fourth section will provide an overview of the financial status of both the JPs and the first six months of the UNDAP, including contributions, disbursements and delivery for the two DaO reform modalities.

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[2] Please note, an Annual Report covering 1 July 2011– 30 June 2012, which includes a full assessment of results achieved during Year One of UNDAP 2011-2015 implementation, will be available in October 2012.

The report ends with some general conclusions on UN Tanzania's programme delivery between 2008 and 2011, with a look forward to what can be expected as the UNDAP concludes its first year of implementation.

2.0 Key Development Trends

Tanzanian society is becoming increasingly responsive to changing socio-economic and political dynamics. Throughout 2011, public demands and political pressure to address corruption, youth unemployment, poverty, energy supply, roads, water and revenue sources grew considerably. Pressure included calls for greater public benefits from the exploitation of natural resources. Doctors striked for better pay. Teachers threaten to do the same. Tensions rose between the Union and Zanzibar over off shore rights and potential resources, and about the terms of the Union. These pressures surfaced in the media, in Parliament and in communities across the country. Government responded in a number of ways, including the production of a new Five Year Development Plan and the launch of a full-scale review of the constitution, plus attempts to "clean up" the government party and new policy initiatives to move the country more rapidly toward Middle Income status.

Despite a significant slow down of the global economy from 5.3 percent in 2010 to 3.9 percent in 2011, Tanzania has shown resilience to external shocks due to its limited integration with the global economy, increase in gold prices (one of Tanzania's major exports) and fiscal stimulus measures. The Tanzanian economy is estimated to have grown by 6.7 percent in 2011, somewhat lower than its average growth rate in the past decade but much higher than the regional average. As a whole, the economy of Sub Saharan Africa grew by 5.1 per cent, well above the world average of 3.9 per cent in 2011.

In Tanzania, in 2011, inflation rose to 19 percent while food inflation exceeded 26 percent in November 2011. The latter has a disproportionately larger impact on the poor as their coping strategies are limited due to lack of adequate social protection provided by the State. Poverty remains high at 33.4 percent. More worrying is that the poverty rate has hardly changed in the last ten years, a period that saw Tanzania's economy grow quite rapidly.

During the year, Tanzania's fiscal balance deteriorated significantly, due to a combination of factors including the fiscal stimulus, expenditure over-runs and less than expected revenue collection. Public spending as a percentage of GDP more than doubled from 13.7 in 1999 to 27 percent in 2011. Tanzania has steadily managed to increase its tax revenues from 15.9 in 2007 to 17.8 in 2011, but public spending has also increased both in real terms and as percentage of GDP.

Meanwhile, non-concessional borrowing also increased and with it the overall debt stock increased to almost 46 percent of GDP. The debt to GDP ratio is gradually approaching the pre-HIPC (Highly Indebted Poor Counties) level when it was close to 60 percent of GDP. Tanzania is still heavily dependent on foreign aid, which constitutes around 40 percent of its overall budget and 80 percent of its development budget.

Government has indicated its preference for General Budget Support (GBS), but changing circumstances and interests of donors, plus limited improvements in public financial management may lead to reduced interest and funding through this modality. There is an increase and emerging donor trend toward project funding for development while GBS has varied with signs that in the coming years it may shrink.

Both the National Poverty Reduction Strategies (MKUKUTA II, MKUZA II) and the new Five Year National Development Plan of Tanzania call for a further increase in the resource envelope through domestic and non-concessional borrowing as well as financing through innovative sources including public-private partnerships. For now, however, Government will be confronted with difficult choices in terms of the

allocation of resources, prioritizing investments in areas with high returns on human development outcomes, revenue creation and instituting measures for efficiency gains.

The Five Year Development Plan is designed to fast track realization of the Tanzania Development Vision 2025 by unleashing Tanzania's growth potential through infrastructure and other key investments. While there are merits in these priorities for accelerating broad based growth in the country, there is a need for the Plan to increase attention to social and governance sectors, in particular pro-poor impact. In the coming months these issues will be a focus of ongoing policy dialogue between Government and the UN.

Social protection will be a key challenge in the coming years. Youth unemployment is a worrying trend as more young people are moving from rural areas to cities in search of jobs. Health and education services have expanded, but quality remains a major concern. Maternal mortality, malnutrition rates among children and access to water and sanitation are areas that require more attention. A combination of these deprivations makes a large segment of the population very vulnerable. While several social protection initiatives are being implemented, inadequate coverage, lack of effective coordination and weak institutional capacity constrain results. The proposed National Social Protection Framework is yet to be approved by the Cabinet complicating timely and effective action. In addition, in the face of climate change and environment threats, *sustainable* development is critical.

Improved development effectiveness will require building even stronger institutions to address bottlenecks in implementation, new partnerships including South-South cooperation and inviting private sector investments in ventures that are attractive and offer greater potential for job creation. The UN will need to ensure the UNDAP is well aligned with large national programmes which may include sector and basket funds. These are key instruments through which policy actions and capacity development can be effectively channelled.

Tanzania's development prospects depend very much on how effectively Government can implement policies, enhance transparency, address governance challenges and make governing institutions accountable to people they serve. While Tanzania has made considerable progress in corruption in 2011, moving up 16 places in the corruption perception index, corruption is still a major challenge to equitable development. Furthermore, events in 2011 such as the Arab Spring provide important lessons on participation, accountability, youth unemployment and other potential political flash points. The future development context will also be influenced by the grass-roots review of the constitution to be completed in 2014, which may shape key public policies on issues such as land tenure/property rights, gender equality, human rights and non-discrimination, the nature of economic arrangements and the private sector role, and the terms of the Union.

3.0   Joint Programmes 2008-2011: Introduction

Joint Programmes (JPs) in Tanzania originally covered six programmatic areas, addressed through seven JPs initiated in 2008. Two additional components were developed for the One Office (harmonisation of business practices) and the One Voice (communications), later the same year. In 2009, these were supplemented by two JPs on Education and Environment, making a total of 11 JPs.

The JP modality required agencies to collaborate on joint work plans and budgets, adhere to an agreed division of labour and a common results and accountability framework. JPs thus enhanced synergies across UN Tanzania's development contributions.

Each JP had a Managing Agent (MA) with overall programmatic accountability for development results. The MA allowed for streamlined fund management and resource delivery through national systems as well as fostering a gradual harmonization of business practices such as procurement, financial management and reporting.

The JPs were developed under the United Nations Development Assistance Framework (UNDAF) 2007-2011, which was aligned to the three pillars of Tanzania's 2005-2010 National Strategy for Growth and Reduction of Poverty (MKUKUTA) and its equivalent in Zanzibar (MKUZA). These two strategies reflected the country's needs in terms of meeting Internationally Agreed Development Goals (IADGs), including the Millennium Development Goals (MDGs).

The JPs varied in size - in terms of number of Implementing Partners (IPs) and Participating UN Agencies (PUNs) - as well as management arrangements. Some were thematic while others were geographic in focus. Their design reflected the UN's mandate to support the Government of the United Republic of Tanzania (GoT) in progressing towards MDG commitments as well as responding to challenges in particular geographical areas, e.g. Humanitarian Response in North West Tanzania.

JP #	Name	Managing Agents
1	Wealth Creation, Employment and Economic Empowerment	ILO
2	Maternal and Newborn Mortality Reduction	UNFPA
3	HIV and AIDS in Tanzania	UNDP
4	Capacity Strengthening for Development Management (Mainland)	UNDP
5	Capacity Strengthening for Development Management (Zanzibar)	UNDP
6.1	Northwestern Tanzania: Transition from Humanitarian Assistance to Sustainable Development	UNDP
6.2	Strengthening National Disaster Preparedness & Response Capacity	UNICEF
8	Communications (One Voice)	RCO
9	One Office	RCO
10	Education	UNESCO
11	Environment	UNDP

Table 2: Joint Programmes and Assigned Managing Agents

3.1 Joint Programmes 2008-2011: Key Achievements

The first Joint Programme (I), **Wealth Creation, Employment and Economic Empowerment** sought to enable wealth creation, employment and economic empowerment through both upstream and downstream interventions. The former included development, implementation and monitoring of national policies; the latter entailed pilot projects in two administrative regions, Mtwara and Lindi. The programme aimed to provide strategic inputs and build capacities to enable national counterparts to implement policy objectives around employment, industries, enterprises, trade, food security, and gender. The programme helped to build and improve systems, support institutions and enhance human capacities so Government and other duty bearers, at all levels, could assume greater responsibilities and provide quality services to citizens.

JP1: Supporting Farmer Groups

The JP achieved a number of successes. An institutional and governance framework was put in place for effective management of the Labour Management Information Systems (LMIS) at relevant ministries coordinated by MoLE to improve implementation of national policies. The JP succeeded in conducting an National Bureau of Statistics (NBS)–Ministry of Industry, Trade and Marketing (MoITM)/Management Information System (MIS) Industrial Survey, including the development of an annual survey of industrial production and performance for 2008 and the finalization of a statistical and analytical report. A Tanzanian Food Security and Nutritional Analysis System (MUCHALI, *Mfumo wa Uchambuzi wa Uhakika wa Chakula na Lishe*, its Swahili acronym) was established and piloted in the Mtwara and Lindi Regions. It serves as an important early warning tool for tracking food security and nutrition in vulnerable areas.

31 plans, policies and programmes were assessed for employment and decent work using the UN Chief Executives Board (CEB) Toolkit. As part of this, a high-level sensitization workshop was organized for Directors of Policy and Planning from key functional ministries to equip them to effectively use the toolkit. The JP assisted Government in adopting Science, Technology and Innovation (STI) as a key driver of growth and economic competitiveness. A plan of action was developed following an assessment by OECD and UNESCO to identify key areas of strategic focus for the implementation of STI. 80 enterprises were helped to formalize their operations and are now registered with the government's Business Registration and Licensing Agency (BRELA). Technical assistance was also provided for upgrading enterprises, cooperative development, application of labour-based technologies, agro-processing and food processing, as well as youth enterprise skills. As a result of the JP, around 3000 jobs have been created in Mtwara and Lindi.

JP2 on **Maternal and Newborn Mortality Reduction** was developed in support of national priorities in the health sectors, building upon the various PUNs' comparative advantage. The programme contributed to the outputs of the National Road Map Strategic Plan to Accelerate Reduction of Maternal, Newborn and Child Deaths in Tanzania (2008-2015).

Key achievements of the programme include programme ownership and government led participatory planning at central, regional, and district levels. Human resource capacities at the national, district, and grassroots level were improved, specifically in the management of basic and Emergency Obstetric and

Newborn Care (EMONC) , and planning for Maternal, Newborn and Child Health interventions including enhanced capacity of the new health professional associations and Medical Women Association of Tanzania (MEWATA) Executive Committee on leadership and management skills.

Also noted was an increase in pregnant women's access to emergency obstetric care at the Primary Health Care health centre level. There was a marked increase in the response to maternal newborn and child health care at all levels. Advocacy materials to promote Maternal Health in Tanzania were produced and used in different global and national fora. The Regional Campaign for Accelerated Reduction of Maternal Mortality in Africa (CARMMA) was launched in Tanzania by the Minister for Health. A marked improvement was observed in the strategies and service delivery packages for effective and efficient delivery of maternal newborn and child health care. National Gender Based Violence (GBV) Policy Guidelines and GBV Management Guidelines were finalized and are in use; as is a Maternal Newborn and Child Health Communication Strategy and the Adolescent Sexual Reproductive Health Strategy.

JP2: Women attending antenatal care at Chipanga Health Centre, Bahi District

A national EmONC Equipment Assessment Report and a proposed distribution plan were completed. Equipment for improving EmONC and Child Health services was made available and is in use at the hospital and health centre levels. Guidelines for the management of childhood illnesses such as diarrhoea, immunization and child nutrition were reviewed. Finally, UN noted the increased availability and use of guidelines and tools for Maternal, Newborn and Child Health namely, Infant and Young Child Feeding, newborn care, growth standards, focused antenatal care and family planning.

JP3 on **HIV and AIDS in Tanzania** focused on strengthening the overall national response to the epidemic, through provision of technical assistance at the policy level, capacity building and service delivery. Five strategic areas, based on the National Multi-sectoral Strategic Framework (NMSF) for Tanzania Mainland and ZNSP for Zanzibar, were covered, namely: prevention; care, treatment and support; impact mitigation; enabling environment; M&E.

Major achievements of the JP included the launch of the National Multisectoral HIV Prevention Strategy, a 2-year costed plan and the Gender Operational Plan by the Prime Minister. The JP funded advocacy and training campaigns for scaling up male circumcision in 10 high prevalence regions. Support was provided to the National Bureau of Statistics to contribute to the Tanzania HIV Malaria Indicator Survey (THMIS) 2011/12, which is expected to inform the status of the epidemic and the impact of the response. 2 staff of the Tanzania Commission on AIDS (TACAIDS) 2 People Living with HIV (PLHIV) representatives and 2 youth representatives were supported to participate in the Tanzanian delegation to a UN High Level Meeting in New York. Various guidance and frameworks, such as the Work Place Programme guidelines, the Prevention of Mother-to-Child Transmission of HIV (PMTCT) and Paediatric AIDS Anti Retroviral Therapy manuals plus the National Life Skills Education Framework, were also developed and disseminated.

The regional HIV/AIDS response was strengthened through the establishment of Regional Capacity Building Teams in 19 regions in mainland Tanzania to train the Multi-sectoral AIDS Committees (MACs) and CSOs at regional and lower levels. A gap analysis to inform the process of application of GF Round 11 was undertaken. The Zanzibar National HIV Strategic Plan (ZNSP) II was finalized and is being utilized to guide the HIV and AIDS response in Zanzibar. Lastly, the HIV/AIDS Management and Protection Bill in Zanzibar was finalized for endorsement.

JP4, **Capacity Strengthening for Development Management (Mainland)**, was developed to strengthen national capacities for development management in three principal areas. Firstly, enhancing the management, analysis and use of knowledge to facilitate increased national capacities for research and analysis, including policy and poverty reduction analysis. Secondly, strengthening Government planning, budgeting and reporting, particularly through improved management and governance of the STI system and the promotion of Public Expenditure Review (PER) processes especially at the district level. Finally, strengthening M&E functions of the Government and non-state actors to enable RBM and reporting.

The list of JP4 achievements is extensive. The MKUKUTA II Implementation Framework, which will facilitate alignment of sector plans and budgets to the strategy, was produced. A communication strategy was formulated to enhance awareness of MKUKUTA II, its objectives, outcomes and key deliverables on MDGs and national poverty reduction priorities. The national Gender Policy and the Ministry of Community Development, Gender and Children (MoCDGC) Strategic Plan (2011-2015) were produced.

The postgraduate diploma programme in Poverty Analysis (6th cohort) was successfully delivered. On-line knowledge sharing and information access platforms (TAKNET & TZOnline) were strengthened linking to national decision/policy making. The PER for the districts of Bunda, Uyui, Sengerema, Hai and Siha was completed. A PER Toolkit and trained technical working teams were put in place to support possible Government replication in other districts.

The JP is also credited with increasing capacity for the management of STI systems in research and higher learning institutions and the private sector. Several training programmes were developed to build specialized skills within institutions that manage the national STI systems. Women, an important and often marginalized group in promoting national development through STI were trained and enabled to build a platform to contribute meaningfully to development through STI.

Five additional sector databases were developed using the Tanzania Socio-Economic Database (TSED) platform to facilitate user-friendly access, analysis and monitoring of performance and outcome indicators. The development of the National Human Rights Action Plan (NHRAP) was supported through both financial and technical assistance. CSO capacity for effective and coordinated engagement with Government and other actors in the MKUKUTA and MDG processes was improved and the action plan of the CSO-Joint Platform of Engagement (JPE) was reviewed. Lastly, the Tanzania Evaluation Association (TanEA) was strengthened with the formulation of its strategic plan (2012-2014), development of evaluation guidelines and establishment of a resource centre.

JP5, **Capacity Strengthening for Development Management (Zanzibar),** was developed to support Government institutions in Zanzibar to improve capacity and service delivery by contributing to the achievement of MDGs 1, 2, 3, 4, 5, 7 and 8 in Zanzibar. JP5 was designed as a pilot to provide an

opportunity for the UN to work in a harmonized, coordinated and more cost effective manner to impact on Zanzibar's development.

Key JP 5 achievements include the completion of the Food Security and Nutrition (FSN) Act and the Zanzibar Agricultural Marketing Policy (ZAMP). Multi-stakeholder dialogue was conducted with key MDAs to ensure a more effective, coordinated and sustainable role for all key stakeholders in Small to Medium Enterprise financing. Trainings on production methods, external factors influencing production, market access, financial management and basic record keeping were conducted for women's groups in 5 regions in Unguja and Pemba. Awareness training for 120 participants on negative attitudes about employment in the tourism sector was also conducted.

JP5: Saninga Irrigation Scheme, Micheweni

Challenge Fund grants were issued to groups/micro enterprises with a total of TZS 100 million issued to CRDB Bank as cash guarantee upon signing the contract. Implementation modalities including loan policy and procedures, structure and board of trustees have been established. Awareness creation seminars on child labour were conducted in Unguja and Pemba, where there is a significant problem. The Social Protection Policy Draft was finalized and awaits validation from stakeholders. As part of implementing the Zanzibar Labour Laws, technical assistance was provided to conduct a study on minimum wage policies and working conditions. The Draft Zanzibar Employment Promotion Bill was finalized and validated as was the Draft Apprenticeship Policy. Employment Creation Committees were established with Terms of Reference to guide their work and training.

The Zanzibar Water Authority installed a pump control house, procured and installed pipes in North A District in Unguja to secure clean and safe water for its inhabitants. An overhead tank with 300,000 litre capacity at Gongoni in Micheweni district in North Pemba was inaugurated in December 2011 by President Ali Mohammed Shein. The tank is anticipated to serve more than 8,549 people of two Shehias of Kiuyu Mbuyuni and Maziwa Ng'ombe with uninterrupted safe and clean water.

The final drafts of the Gender Policy and Multisectoral GBV Action Plans were finalized. In addition, JP5 contributed to capacity development through trainings, placements and procurement of office equipment. Computers were procured to strengthen the MKUZA Secretariat. A Training of Trainers on ICT was conducted for the State University of Zanzibar. A Public Expenditure Tracking for the Agriculture sector was also conducted in an effort to include NSAs in decision-making. 1500 copies of the Standard Operating Procedure Manual for the Medical Forensic Practitioners and 1200 copies of the Code of Conduct together with the Rules for the Disciplinary Committee of the Prosecutors, Rules for the Resource Centre, were developed, printed and disseminated. Furthermore, JP5 supported the development of the Code of Conduct for Public Prosecutors.

JP 6.1, **North Western Tanzania: Transition from Humanitarian Assistance to Sustainable Development**, was designed to reintegrate refugee settlers (from Rwanda) in North West Tanzania, into Tanzanian communities. It aimed to provide technical assistance and logistical support for effective transitioning from humanitarian assistance to mainstream economic development opportunities.

The key achievements made involved strengthening maternal and new-born heath care delivery services. Quality learning was enhanced through training on the new primary school curriculum. Educational access was increased in the Kasulu and Ngara refugee districts and former refugee camps were rehabilitated and reconstructed. The access of vulnerable groups to justice was improved as were district-level coordination structures for most vulnerable children. As a result of the JP, 160 junior and middle-level government officials were trained on immigration management and access to refugee protection in Tanzania.

The programme targeted and promoted a joint approach to border activities, thereby increasing the police and immigration officer joint collaboration for effective and high standard service delivery. There was an overall, gradual improvement in the coordination and cooperation of the district councils throughout the project. This type of partnership was important for capacity building and the long-term sustainability of the project.

JP6.1: Child Being Weighed in Kasulu

JP 6.2, **Strengthening National Disaster Preparedness and Response Capacity**, was designed to address national shortfalls in the coordination of emergency responses. It aimed to strengthen national structures and systems for enhanced effectiveness of emergency management and coordination at all levels and across sectors.

The main JP6.2 achievements were an appreciable improvement in the awareness of and sensitization to disaster management for multi-sectoral stakeholders. This was done through a number of Sub-National Platform meetings in Zanzibar. In addition, the Zanzibar (ZNZ) Emergency Preparedness and Response Plan (EPRP) and Communication Strategy was developed to raise awareness and strengthen involvement of different stakeholders on the need to plan and prepare for emergencies through consultative meetings with different stakeholders and high-level officials in both the Parliament and the Zanzibar House of Representatives.

The commitment of government authorities and stakeholders was enhanced following the development of the Disaster Risk Reduction (DRR) Policy, which was both developed and endorsed by the House of Representatives in ZNZ. The Emergency Communication Strategy, a part of the EPRP, helped to raise awareness of the importance of emergency planning as well as the importance of quick responses to emergency.

The harmonization, standardization and quality of disaster management training was improved as a result of the Integrated Multi Hazard Training Manual developed for regional and district Emergency Focal Points. Finally, control measures for pests affecting sugarcane was improved following the development and dissemination of a list of pests that could be imported through international trade. As a result, surveillance by Ministry of Agriculture has improved, as has the functional structure for imported food inspection services, following the development of new guidelines by Ministry of Agriculture.

The **One Voice JP**, JP8, was developed to ensure effective information on the change management process, promote collective UN staff support for DaO, and ensure greater emphasis on advocacy, communication for development and capacity building across the UNCT. Accordingly, the JP 8 delivered results across four areas: social policy advocacy with gender as a cross-cutting theme; capacity development of youth and the media; internal communication on the reform process; and communication for development.

During the final few months of the JP, the UNCG focused upon activities relating to the launch of the UNDAP 2011-2012, creating a fertile environment for the reception of key UNDAP messages. This was done through: the placement of Op Eds on priority UNDAP areas; ongoing youth outreach programmes; a high-level briefing with senior editors and journalists on the UNDAP's contents; and the identification and training of a roster of UNDAP spokespeople for the country team. As a result, when the UNDAP was launched, in spite of the fairly complex nature of the Plan, national media reported widely on the event and with high levels of accuracy on the UN's commitments. In addition, UNCG members noted a generally strong of awareness of the UN plan in their interactions with stakeholders.

For the launch, the UNCG developed 2 key information products for stakeholders: a revamped website and the UNDAP Information Pack with fact sheets on each of the 10 UNDAP programme areas and the DaO reform. Following the launch, a new communications strategy was developed to capitalise on the momentum generated around the UNDAP under the previous strategy. It aims to further increase understanding among key partners of the role and contribution of the UN in Tanzania.

One Office (JP9) focused on the reform of business practices across the UNCT, seeking to reduce duplication and harmonize processes in Procurement, Finance, ICT, and Human Resources. The objective was to increase operational efficiency, reduce transaction costs for UN agencies and their partners and improve overall cost-effectiveness. The JP was also responsible for developing a set of indicators to monitor progress and track efficiencies.

The One Office was particularly effective in harmonising procurement and establishing the common UN ICT platform. A part-time UN procurement team (TOPT) was created which established Long Term Agreements (LTAs) with selected vendors along with a LTA monitoring tool. Both have generated time and financial savings for the UN. Since LTA establishment, savings almost tripled between 2008 and 2010 and reached USD 500,000.

A common UN ICT platform was established and made functional to bring increased efficiency and effectiveness to the work of the UN in Tanzania in terms of knowledge management, human resources management and team working. The One Human Resources web-based system is fully functional. Regarding the Harmonised Approach to Cash Transfer (HACT), UN Tanzania now utilises a common Funding Authorisation and Certificate of Expenditure (FACE) form for transfer and reporting of cash to IPs.
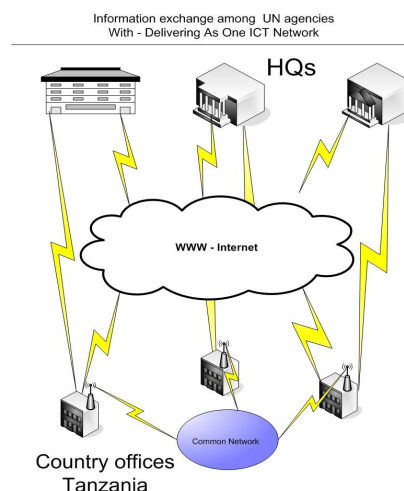
Figure 7: Common ICT Network

JP 10, **Education**, aspired to two key results. The first sought to enhance sector performance through implementation of an Education Sector Management Information System (ESMIS) and development of

national and sub-national capacities for evidence-based decision making and planning. The second worked to enhance the quality of teaching and learning as well as equity and inclusion in education sub-sectors.

Key achievements of the programme include the development of a Science Education Policy and a Lifelong Learning Management Information System (LL-MIS) monitoring tool with indicators developed and integrated into ESMIS. Technical teams were established in 12 pilot districts. A Medium-term Human Rights Education strategy was also developed. Validation sessions were held with stakeholders for Technical and Vocational Education Training (TVET) policy and a TVET sensitization workshop was held to share findings of the rapid TVET assessment. Bridging courses and competence based education and training curricula were also developed. The latter was reviewed along with a National Council for Technical Education (NACTE)/Vocational Education and Training Authority (VETA) work plan. Curricula were appraised and a new Integrated Post-Primary Education (IPPE) curriculum framework was developed.

Learning and teaching materials and a curriculum were developed and training of teachers undertaken. In-Service Education and Training (INSET) was carried out in 22 lower secondary schools and 5 diploma teacher training colleges. Evaluations were carried out of both a science education curriculum for primary and secondary levels as well as of the performance of Tanzania's higher education institutions in Science, Technology and Innovation. An industry skills survey was also conducted. Finally, the programme is credited with increasing government ownership over the school feeding programme. A draft schools feeding policy was developed and trainings on creating systems for community contribution were held. 16 LGAs in 15 regions were trained on managing school feeding.

JP 11 on **Environment** was designed to support broader interventions nationwide that address climate change, land degradation/desertification and natural resources management. The main achievements of JP11 include the publication of a handbook on the Clean Development Mechanism (CDM) to guide identification, initiation and up-scaling of CDM projects in the country. An Environment Information System (EIS) with linkages to MDAs was established and operationalized. Mechanisms for knowledge and information sharing on the management of Tanzania's biosphere reserves among key stakeholders were developed. Senior management and technical officers of environment-related MDAs were sensitized on the role of new technologies in the management of Biosphere Reserves. Related, the practical skills of key MDAs in undertaking strategic environmental assessments (SEA) was increased through training.

3.2   Joint Programmes 2008-2011: Planning, Monitoring and Evaluation – Lessons Learnt

At the conclusion of the JPs, independent consultants were contracted to undertake evaluations for each of the nine programmatic areas under the One Programme. These were to assess the relevance, effectiveness, efficiency, impact and sustainability of the JPs, as well as adherence to the principles and objectives of Joint Programming under DaO, application of UN programming principles, lessons learnt and recommendations for future programming. The remaining JPs – the One Office and One Voice – underwent a lighter assessment focusing on effectiveness, efficiency and value addition. To ensure the principal lessons learnt and resultant recommendations from the evaluations were captured, disseminated and acted upon by key stakeholders, a Synthesis Report encompassing all 11 studies was also created (see http://www.tz.one.un.org). This brief section draws heavily upon the key lessons learnt around PME and Reporting within that report.

Almost all JP Evaluation Reports reported challenges relating to programme documents and logical frameworks. Notwithstanding the existence of the One UN Fund MOU and ToR which defined the roles and responsibilities of the AA, MAs and the PUNs, evaluators asserted that programme documents would have added clarity regarding the operational modalities, division of responsibilities especially between the PUNs and the MA, reporting channels as well as M&E arrangements. The initial design of JPs would have benefitted from the development of logical frameworks to allow systematic reference to a set of targets and indicators. In some cases, according to the evaluators, initial JP work plans were designed as a simple compilation of existing PUN activities.

In 2009, some JPs prepared programme documents affording a clear delineation of outcomes and implementation strategies. At the same time, a common template for annual reporting was developed, including a section on cross-cutting issues corresponding to the five UN programming principles: Human Rights Based Approach (HRBA), Gender Equality, Environmental Sustainability, RBM and Capacity Building. The annual report template was subsequently strengthened in 2010 to comprise targets and indicators. As a result of these changes in planning and reporting modalities, workplans underwent significant adjustments. The application of RBM was enhanced, the vertical and horizontal intervention logic clarified and the scope of intervention adjusted. Notwithstanding these revisions led to inconsistencies between documents, making tracking of implementation and delivery difficult over time.

Furthermore, according to the evaluators, some JPs (e.g. JP5, JP6.1) could have defined clearer responsibilities for monitoring. Sometimes, due to the difficulty of organizing joint visits, monitoring was agency-based. The tendency was for each PUN to conduct independent field visits and monitor progress and provide technical support to its IPs. Some PUNs informed the MA of the monitoring mission, reporting back on any emerging issues. Some JPs organised monthly joint meetings to assess progress. However, in some cases, the annual report was the primary mechanism through which feedback was provided on implementation status amongst PUNs

The absence of a common approach to planning, monitoring and reporting on the Joint Programmes clearly diminished UN Tanzania's transparency and ultimate accountability to partners. Under the UNDAP 2011-2015, a more robust, centralised, common and results based PME and Reporting System has been established. The key components of which are defined in the relevant section below.

4.0   UNDAP 2011-2015: An Introduction

The UNDAP 2011-2015 replaced the former joint UN programmes and multiple UN-supported initiatives defined in the United Nations Development Assistance Framework (UNDAF) 2007-2011 with a single, coherent business plan for all UN funds, programmes and agencies in Tanzania. Under the Plan, each agency is responsible for delivery on a set of key actions that jointly contribute to shared results.

This 'One plan' for Tanzania supports the achievement of the Internationally Agreed Development Goals (IADGs), the Millennium Development Goals (MDGs) and the realisation of international human rights in the country, including the right to humanitarian assistance for refugees. The 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 II (Mainland) & MKUZA II (Zanzibar) 2011-15. It is guided by the principles of effective development cooperation laid down in the Joint Assistance Strategy for Tanzania (JAST) and fully aligned to the Government of the United Republic of Tanzania (GoT) fiscal planning cycle, with each Annual Work Plan running from 1 July to the following 30 June.

A Human Rights Based Approach (HRBA) and Results Based Management (RBM) have been central to the development of the UNDAP. The former provided the analytical lens to assess the capacities of both duty bearers and rights holders, identifying which capacity deficits required UN attention in order for individuals' rights to development to be realised in Tanzania. Furthermore, gender equality and women's empowerment is retained as 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.

Under the UNDAP, a single, fully transparent budgetary framework has been established for the entire Programme of Cooperation 2011-2015 (including agency core, agency non core and One UN Fund resources). This encompasses a coherent results based management system with clear annualised targets for the entire Plan, including programming components resourced by agency funds. Allocations from the One UN Fund (earmarking permitted at sector level only) emphasise delivery of results. A lead agency, with clear lines of authority and accountability, oversee coordination and reporting at working group level.

Clarity in terms of the One Programme's contribution to national priorities and continued relevance has served as a useful resource mobilisation tool, encouraging multi-year funding, promoting aid predictability and extending Development Partners traditional areas of interest along sectoral or thematic lines.

The UN Country Team (UNCT) has agreed to a voluntary code of Resource Mobilisation Engagement principles to ensure a transparent, coherent approach to engagement with donors and a clear delineation of responsibilities for the raising of monies for the unfunded elements of the UNDAP 2011-2015. This has been complemented by a fully aligned set of donor engagement principles agreed upon by the Friends of the UN Development Partner Grouping in Tanzania.

UNDAP Governance Structure

The UNDAP is nationally executed under the overall co-ordination of the Joint Government of Tanzania and UN Steering Committee (JSC) co-chaired by the Permanent Secretary of the Ministry of Finance 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.

Under delegated authority from the UNCMT, the Operations Management Team (OMT) leads efforts to simplify and harmonise business practices. The OMT has oversight over Working Groups focusing on Procurement, Finance, Harmonisation of Cash Transfer (HACT), ICT, Human Resources and One UN House and provides CMT with recommendations as and when required.

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.

Also 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 ten UNDAP programmes, each with a UN lead agency to facilitate decision-making, coordination and coherence. UN agencies are accountable for 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.[3]

Each PWG is managed by a Programme Management Committee (PMC). These are co-chaired by a Government Lead counterpart - nominated by the Government Co-Chair of the JSC - and the head of the UN lead agency. The PMCs comprise of between three to five representatives of IPs, including civil society organisations and PUNs represented by a senior official. DPs participate as appropriate. The PMC is responsible for: agreeing the relevant PWG AWPs, including budgetary requirements and key implementation modalities; finalising bi-annual reports; providing strategic and technical guidance for programming readjustments.

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

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[3] 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.

The UN Communication Group plans, produces and oversees communication products, services and activities that encompass the UN system bodies, including internal communications, branding, public information materials, advocacy 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.

Areas of Cooperation

UNDAP supports and contributes to the three clusters of MKUKUTA and MKUZA II. 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.

In Cluster I, 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).

The UN in Cluster II 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 in Cluster III 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).

...AP Areas of Cooperation
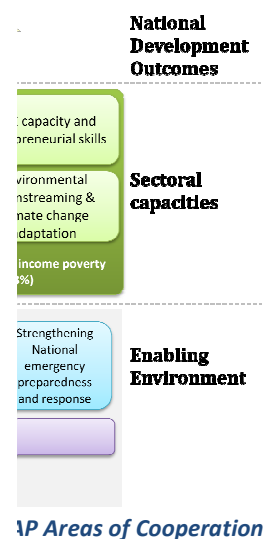
4.1　UNDAP 2011-2015: Planned Programme Results

Cluster I: Growth for Reduction of Income Poverty (MKUKUTA); Growth and Reduction of Income Poverty (MKUZA)

PUNs under **Economic Growth and Economic Governance** provide strategic inputs to pro-poor economic development by means of policy advocacy, capacity development, and knowledge sharing. These are delivered in partnership with a range of actors including government as the primary duty bearer - ensuring equality of opportunity, and investment in economic infrastructure. The UN provides technical assistance to the government in developing an inclusive growth strategy, assisting relevant institutions to formulate policy responses that are backed by evidence,

Key Results Areas
- ➢ Key National Institutions Develop/Enhance Evidence-Based Pro-Poor Economic Development Policies and Strategies
- ➢ LGAs, Agriculture Support Organisations and Small-Holder Farmers Increase Agricultural Productivity, Access to Markets and Food Security
- ➢ Relevant MDAs, LGAs and NSAs Enhance Structures and Policies for Promoting Viable Pro-Poor Business Sectors and Small and Medium-Scale Entrepreneurs
- ➢ Relevant Institutions Improve National Capacities to Promote Regional Integration and International Trade
- ➢ Relevant MDAs, LGAs And NSAs Enhance Skills and Entrepreneurship Programmes to Improve Labour Productivity and Employment Creation
- ➢ MDAs and NSAs Improve Implementation of Labour Standards in to Promote Decent Work and Productivity Benefits For Employers And Workers

conform to good practice, and favour poor and low-income households. The work entails 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.

During the first six months of implementation, some key wins were secured. The Ministry of Industry, Trade and Marketing (MoITM) was assisted to establish a Policy Monitoring Function, which is currently being incorporated into MoITM's Integrated Industrial Development Strategy (IIDS). Support was provided to help MoITM to plan the Annual Survey of Industrial Production including data tabulation and compilation of survey data, training for relevant staff from both MoITM and the National Bureaus of Statistics (NBS) and related data cleaning to set up index compilation system. Technical assistance was provided to the NBS in designing census questionnaires, training manuals for supervisors and enumerators and for data processing systems, as well as, conducting training for census supervisors and enumerators for the pilot census. Moreover, assistance was provided to NBS on data collection, processing, and production of theme specific reports such as the youth booklet on Tanzania Demographic Health Survey. The MoITM and Ministry of Agriculture Food Security and Cooperatives (MoAFSC) also received training on purchase for progress business plans and on monitoring, supervision and reporting of their projects in the Mainland. The Tanzania Institute of Education completed the assessment of existing entrepreneurship education curricular, which is being used for upper secondary schools, technical and vocational education.

Under the UN programme of **Environment and Climate Change**, PUNs address forestry, wildlife and tourism collectively to capture their importance to biodiversity and ecosystems. The UN facilitates development of by-laws and other practical tools for sustainable utilization of natural resources. The UN also provides assistance to Government, in particular the Ministry of Finance, to formulate a national strategic investment framework for integrating financing

> **Key Results Areas**
> ➢ Key MDAs and LGAs Integrate Climate Change Adaptation and Mitigation in their Strategies and Plans
> ➢ Relevant MDAs, LGAs and NSAs Improve Enforcement of Environment Laws and Regulations for the Protection of Ecosystem, Biodiversity and the Sustainable Management of Natural Resources

opportunities (both national and international) arising from payments for provision of ecosystem services in carbon, water and biodiversity. The UN programme enhances protected areas' connectivity through support for wildlife corridor development in the country. Furthermore, the UN supports the GoT to ensure that key sector MDAs and LGAs integrate environment and climate change adaptation and mitigation in their strategies and plans. The UN facilitates the establishment of an investment fund for climate change, and assists in developing mitigation strategies through training and technical support to national institutions and the private sector.

Foundational activities were completed during the first six months such as the training of Ministry of Finance personnel on climate change adaptation financing, budgeting and investment planning, with priority given to women's access to climate change adaptation financing. Also accomplished was the rollout of local level participatory planning approaches in two districts. These included women, youth and disabled in technical capacity development and a participatory review of the institutional set-up for biodiversity conservation in Zanzibar. Efforts to strengthen the climate change response, governance and funding in coordination with Vice President's Office were ready for implementation in early 2012, as was policy support in renewable energy and waste management and a mariculture feasibility study. At the policy level, linkages made between Social Protection and Environment in the Tanzania Social Action Fund have enabled the climate-proofing of public works, which has in turn enabled improved water and soil conservation at the local level.

Cluster II: Improvement of Quality of Life and Social Well-Being (MKUKUTA); Well Being and Social Services (MKUZA)

Within the **Education Working Group,** the UN 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 (IECD) to prepare children to enter primary school and provide them with a good foundation for lifelong learning. UNDAP aims to significantly improve quality, inclusive learning and teaching in schools. It aids the government in developing a national primary school feeding scheme thereby ensuring that all children attending school have access to school meals, facilitating improved learning. Teachers 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. UNDAP also provides evidence-based planning, management and quality assurance and a thorough review of the school inspectorate. The UN provides technical aid in developing an Inclusive Education Strategy on both the Mainland and Zanzibar. Through the UNDAP, technical assistance is provided to operationalise a TVET Development Programme, and expand provision of alternative learning opportunities, focusing on out-of-school children and adults who are not literate.

Early wins for the Education team relate to the training of a national Early Childhood Resource Team on the resource pack for capacity building. The resource pack is gender responsive with an emphasis on a safe school environment and a particular focus on rural areas. Additional capacity development support for facilitators and district Integrated Post Primary Education Teams was provided in the first six months of UNDAP implementation,

Key Results
➤ Relevant MDAs Implement National Policy on Integrated Early Childhood Development (IECD)
➤ MoEVT has a System in Place for National School Feeding, Prioritising Food Insecure Areas
➤ MoEVT Improves Quality of Teacher Education Programmes for Basic Education In Priority Subjects
➤ Relevant MDAs Implement a Strategic Plan for Improved Teaching of Science, Technology, Engineering And Mathematics (STEM) in Secondary and Higher Education Institutions
➤ MoEVT Expands Provision of Alternative Learning Opportunities to Include Less Teacher Dependent Learning Modes, Focusing on Out-Of-School Children and Illiterate Adults
➤ MoEVT Implements Inclusive Education Strategies
➤ Relevant MDAs Undertake Evidence-Based Planning, Management And Quality Assurance at National, District, Ward And School Levels

underpinned by high level advocacy and sensitation on Integrated Education for key decision makers in relevant Ministries.

As part of the **Health and Nutrition Programme**, the UN provides technical engagement and comprehensive capacity building to fill the most pressing gaps at all levels in the health system, including technical knowledge, planning, coordination and management, financial and budgeting skills. Specifically, the UN provides assistance in building and strengthening routine health data collection and analysis, to enable national, regional and local government planners to direct resources where required. Training and skills development to enable health care workers to deliver comprehensive priority services identified in the national health sector strategy, also receives UN support. The UN provides technical assistance for the development of a national health sector training plan. Strengthening community health structures for promoting local health and nutrition behaviours is prioritised as is technical assistance and capacity building to better integrate nutrition in the country's health policies, plans and budgets. The availability and supply of essential medicines and health

Key Results
➤ Relevant MDAs And LGAs Develop, Implement and Monitor Policies, Plans and Budgets for Effective Delivery Of Health Services
➤ Tertiary and District Health Facilities in Zanzibar Increase the Coverage of Quality Emergency Obstetric Care, Newborn, Child and Post Natal Services
➤ Relevant MDAs And LGAs Integrate Nutrition into Policies, Plans and Budgets and Strengthen Institutional Arrangements for Delivery of Service
➤ MoHSW, LGAs And Shehias Strengthen Community Health Structures and Communication Strategies for Promoting Health and Nutrition Behaviours
➤ MoHSW And Local Government Authorities Produce Quality and Timely Data for Evidence-Based Planning And Decision Making
➤ MoHSW And Local Government Authorities Develop Human Resources for Health Policy and Plans
➤ An Effective National Integrated Supply Chain and Management System for Medical Supplies is Implemented

commodities across the country for these and other programmes and strategies is also addressed.

The first six months of the UNDAP saw the successful implementation of the national integrated measles campaign, including measles, Polio and Vitamin A in Zanzibar, with a 96.2% coverage. This was further supported through gender sensitive communication and social mobilisation activities. Significant

contributions to both Sexual Reproductive Health and Nutrition in Tanzania were also provided through the Health Basket Fund.

Under **HIV and AIDS** programming, 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 and impact mitigation with a focus on the Most Vulnerable Children (MVC), People Living with HIV (PLHIV) and the enabling environment. 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 to the two national AIDS Commissions (Mainland and Zanzibar) to coordinate a national HIV response, through advocacy, communication, capacity building and improved quality of service delivery. UN also works with non-state actors, the media, and decision-makers in government and parliament to ensure an effective national HIV response is in place. Financial and technical assistance is 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 youth and other vulnerable groups. UNDAP strengthens initiatives initiated from within PLHIV networks to contribute to the policy agenda.

To date, institutional arrangements have been reviewed and agreed upon for the creation of a functional and effective National Steering Committee to coordinate CSO networks and umbrella organizations. Support through advocacy and evidence based knowledge sharing to meso-level socio-economic organisations to implement HIV and AIDS prevention and mitigation plans has been afforded. Through the TAPOTI Network, the UN has worked to reduce stigma and discrimination among teachers in the education workplace, including supporting the dissemination of a 2006 Government circular on care and support to HIV and AIDS infected and affected employees. The UN has planned and coordinated the procurement, distribution and monitoring of supplies for PMTC and Paediatric AIDS, including nutrition materials, with additional assistance afforded for the development of a sustainability plan for HIV/AIDS supplies.

> **Key Results**
> - Relevant CSOs and PLHIV Networks Effectively Coordinate and Participate in Decision Making Fora
> - TACAIDS and ZAC Provide Effective Guidance to the National HIV/AIDS Response, Based on Evidence and per Agreed Human Rights Standards
> - Relevant MDAs, LGAs and NSAs Increasingly Mainstream HIV/AIDS Workplace Programmes (WPP)
> - Selected MDAs, LGAs and NSAs Implement Evidence-Based HIV Prevention Programme
> - Selected MDAs, LGAs and NSAs Deliver Increased Quality HIV/AIDS Care and Treatment Services
> - Relevant MDAs, LGAs and NSAs Effectively Operationalise the National Costed Plan of Action (NCPA) For Most Vulnerable Children
> - MDAs and CSOs Reach and Mobilize Most At Risk Populations to Utilize Appropriate User-Friendly HIV/AIDS Services
> - MoHSW, ZAC and CSOs Mobilize People Living With HIV, Most Vulnerable Children and other affected groups for greater utilization of HIV/AIDS services

The HIV/AIDS programme also provides a useful example of improved coherence in relation to the emphasis on Key Populations' challenges. It has been particularly clear on the changes in orientation of the Zanzibar National Strategic Plan whereby all PUNs adopted a coordinated approach towards advocacy and provision of evidence to the Zanzibar AIDS Commission. Our concerted efforts have enabled the Revolutionary Government of Zanzibar to develop a Strategic Plan where more than 60% of resources in the coming Plan are now targeting interventions for Key Populations.

UNDAP's **Social Protection** programme focuses on public mechanisms in Tanzania for addressing socio-economic vulnerabilities of the population and the need for protection services for children, women and families. The UN builds the capacity of decision-makers and relevant stakeholders to understand the importance of investing in social protection and safety nets. Specifically, UNDAP provides technical assistance to ensure that a coherent policy, legislative and regulatory framework on social protection is in place, and that 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 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 National Costed Plan of Action for MVCs (NCPA) (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

Key Results

➢ Government of Tanzania Coordinates a Multi-Sectoral Social Protection Response to the Needs of Economically Deprived and Insecure Groups
➢ Relevant MDAs Integrate Child Protection into Their National Programmes
➢ Decision Makers and Communities Understand Issues Concerning Violence and Abuse Against Children, Including Available Protection Services
➢ Government Of Tanzania Addresses Priority Gaps In Legislation, Strategies and Guidelines to Protect Children and Women From Abuse, Violence and Exploitation
➢ MDAs, LGAs, Law Enforcement Agencies and Selected CSOs Have Improved Technical Skills to Prevent and Respond to Cases Of Abuse, Violence, Exploitation of Children
➢ Local Service Providers Respond Effectively to Women and Child Victims of Abuse, Violence and Exploitation in Select Areas
➢ MDAs Produce, Utilise and Report Disaggregated Data on Violence, Abuse, Trafficking and Exploitation of Women and Children According to Agreed Timeframes

rules and regulations of the Law of the Child Act (2010) and the Anti-Trafficking Act (2008). During the first six months of implementation, those activities which fell directly under this results area proved the most effective: of the 18 Activities that had a starting date in 2011, 15 were on track or met.

UNDAP has an upstream focus to its **Water Sanitation and Hygiene (WASH) programme**, 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. Assistance and financial aid for development of a national 'sanitation and hygiene' strategy are provided, and a specific focus is made in Zanzibar to build 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 supply is allocated a relatively large proportion of the budget.

In the first few months of implementation, the WASH PWG has played a significant advocacy role. As a result, , the Ministry of Health and Social Welfare has agreed to allocate the second largest budget within the National Health Sector to Sanitation and Hygiene. While emergency response is usually reported by the Emergencies Coordination Group (ECG), in its response to the 2011 Dar es Salaam floods, the WASH PWG provided direct benefits to more than 6,000 flood affected people through provision of safe drinking water, access to

Key Results
➢ Relevant MDAs Provide a Coordinated, Harmonised Response for Increased Coverage and Improved Quality of Child, Girl Friendly and Accessible School Water, Sanitation And Hygiene
➢ Government of Tanzania and Revolutionary Government of Zanzibar Implements a Coordinated, Scaled Up National Response for Improved Sanitation And Hygiene
➢ Government of Tanzania and Revolutionary Government of Zanzibar Adopts Evidence Based Measures to Enhance Decision Making, Equity And Inclusion of Women, Children And Vulnerable Populations in Water, Sanitation and Hygiene
➢ Zanzibar Water Authority (ZAWA) and WASH Pilot Project In Dar Es Salaam Improve Sustainability of Their Services
➢ Relevant MDAS and LGAs Improve Coordination and Integrate IWRM (Integrated Water Resource Management) into Their Sector Plans and Have Strengthened Environmental Health Related Policies, Strategies and Capacities to Undertake Environmental Health Impact Assessments

sanitation and hygiene promotion and distributed WASH non-food items. A Sanitation and Hygiene policy and a Water Demand Management Strategy have both been developed for Zanzibar. All this has been possible by anchoring the UN's interventions in national WASH priorities with a focus on addressing prominent sector gaps for swift implementation.

Cluster III: Governance and Accountability (MKUKUTA); Good Governance and National Unity (MKUZA)

The **Governance** programme is designed to strengthen key governance institutions and practices in Tanzania (including aid management), promote and protect human rights (including the rights and welfare of women and children), improve citizen participation and government transparency and accountability in the course of deepening democracy in Tanzania. UN activities in support of government priorities and plans include those at the heart of government: the Union and Zanzibar presidential offices, the Union Cabinet Secretariat, the

Key Results
➢ Relevant MDAs Advance Key National Strategies for Good Governance
➢ Government of Tanzania Leads More Effective Aid Management and Aid Coordination
➢ Select MDAs, LGAs Have Increased Capacity for Planning, Budgeting, Monitoring and Reporting
➢ Government of Tanzania Advances Fulfilment of Its International Treaty Obligations
➢ Government of Tanzania's Justice System Better Protects the Rights of Women and Children In Contact/Conflict With The Law and is Better Able to Respond to Their Needs
➢ Select Communities Participate in Democratic and Peaceful Discourse

National Assembly and Zanzibar House of Representatives, the Planning Commissions and the Union Ministry of Finance, among others. UN plans include continuing assistance to the election commissions and pilot project support to political parties.

As of December 31 2011 a number of activities had been completed. Technical assistance to the Prime Minister's Office and LGAs to advance gender responsive budgeting and planning was put in place. Also completed were the classification of lessons learned on knowledge sharing in the same field, and grant

distribution for a gender sensitive water resource project. Support to gender responsive budgeting needs assessments, good practices and case studies, and capacity development steps were also completed along with activities to help secure inheritance rights for women. Finally, advice to the Revolutionary Government of Zanzibar toward new anti-corruption legislation was provided and children's issues were established in national budget briefs and guidelines. Stakeholder consultations were concluded to advance alternatives in infrastructure financing. A 16-day campaign to draw attention to violence against women was delivered.

The main focus of UN assistance under **Emergencies and Disaster Response** is to enhance the disaster management capacity of Government and local communities to maintain an effective, coordinated emergency preparedness and response. The UN assists the government to establish effective communication mechanisms to enable communities to prepare for and respond to disasters in a timely and effective manner. The UN is developing sector level monitoring, supply prepositioning and other support capacities to ensure intra-government coordination in core areas of WASH, Health,

> **Key Results**
> - Prime Minister's Office (PMO) and Zanzibar Chief Minister's Office (CMO) - Disaster Management Departments Effectively Lead Emergency Preparedness and Response With a Focus on Areas Most Susceptible to Disasters
> - Communities Have Access to Improved Credible Emergency Information to Enable Early Action
> - Relevant MDAs, LGAs and NSAs Are Prepared, Have Adequate Sectoral Capacity and Provide an Effective Intra Coordinated Response in WASH, Health, Education, Protection, Agriculture, Food Security and Nutrition In Emergencies
> - Prime Minister's Office (PMO) - Disaster Management Departments (DMDs) Provide Timely Access to Emergency Food Assistance to Food Insecure and Vulnerable Households in Emergency Situations

Education, Protection, Agriculture, Food Security and Nutrition. Nutrition in emergencies is addressed through support to MDAs to establish a responsive food distribution and needs assessment system that addresses the most vulnerable populations. Efforts are being scaled up to ensure that Government continues to refine targeting criteria for the most vulnerable populations in need of humanitarian assistance.

In the first six months, core preparatory activities such as the development of ToRs, MoUs, short listing of potential candidates to undertake consultancies and preparations of concept notes were undertaken, along with core provision of supplies including essential equipment to the Food and Security Information Team.

Under the UNDAP, support to **Refugees** is being scaled up to ensure that those 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

> **Key Results**
> - Refugees Have Access to Basic Services and Protection In Line With International Norms And Standards
> - Durable Solutions For Camp-Based Refugees Attained
> - Efficient and Fair Asylum And Migration Systems Strengthened in Line With International Norms And Standards

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

National and regional systems for migrants and asylum seekers are being supported by the UN. The public, civil servants and media are being sensitised on the rights and needs of refugees and asylum seekers. The UN are also developing the capacities of higher learning institutions to deliver training on refugee and migrant law.

4.2   UNDAP 2011-2015: One Office

CMT's 2015 vision on business harmonization – *to use cost effective methods to deliver common services in procurement, ICT, human* **resources and finance** - continues to drive the One Office agenda. The OMT work plan also takes into consideration recommendations from the UNDG and High Level Committee on Management (HLCM).

Under **Procurement,** further progress was made during 2011 through joint procurement of common services by way of increased use of Long-Term Agreements (LTAs). The current number of LTAs is 45 and includes key areas like travel, freight, stationery, and printing, security, fuel and maintenance of air conditions. The high number of LTAs means that UNCT procurement costs are reduced. Furthermore, through the inclusion of Global Compact related conditions in the LTAs, the UN promotes corporate social responsibility of the relevant companies.

Within the **Human Resources component,** CMT has begun discussions on a policy to ensure that all UN staff working on DaO issues include at least one objective(s) in their annual staff appraisal. Also explored were common competencies and qualifications for General and National Staff, which will assist staff mobility across UN agencies. Staff briefing sessions on DaO were also held in addition to common staff inductions.

With regard to the **UN Clinic** the UNCT agreed key recommendations that would over time make the clinic financially self-sustainable.

Most UN agencies have committed to adopt key areas of **HACT**, including a common micro assessment of IPs and a common audit for IPs. In 2011, micro assessments were carried out for 25 IPs, and a further 18 have been planned. The HACT team carried out two training sessions for the Mainland and Zanzibar. UNCT is providing capacity building support to the Controller and Accountant General Office, which has been contracted to carry out the UN audit for 2011.

On **ICT**, all resident UN agencies are connected to a common ICT platform, except one. A common UNCT Business Continuity Plan is in development to assist recovery in case of future disaster. Going forward, a share point facility will be introduced to support information-sharing among UN agencies and programme working groups.

The **Zanzibar One UN Office** is working well, with agencies sharing common services in key areas. CMT has already endorsed an action plan that would further strengthen administration and operations resources for common office services.

4.3   UNDAP 2011-2015: One Voice

The UN Communication Group plans, produces and oversees communication products, services and activities, including internal and external communications, branding, public information materials, advocacy and media outreach and training. 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. The UNCG is made up of communication officers and focal points from the resident UN agencies.

UN Day Celebrations 2011

During the first six months of UNDAP implementation, UNCG organized capacity building workshops for over 150 journalists in both mainland and Zanzibar as well as two Editors Forums, one of which was a human rights workshop. UN spokespersons were trained on how to present key messages from the UNDAP. UNCG also signed an implementation partnership agreement to support the Media Council in developing a minimum standards curriculum for journalism institutions. The UN Tanzania website has been revamped and records between 300-500 visitors a day. UN events earmarked for joint commemoration under the One fund were observed, most significantly UN Day which was marked by UN4U outreach to schools, a high level debate with the RC and the Minister for Foreign Affairs and International Cooperation, an exhibition and a media campaign engaging UN Heads and spokespersons. In 2011, 30 UN chapters were launched across the country to engage youth in discussions on human rights, peace and development.

4.4   UNDAP 2011: Cross Cutting Considerations

Strengthening Mainstreaming Mechanisms

As part of the UNDAP preparations, the UN Country Team affirmed an ambition to strengthen the normative programming principles of Human Rights, Gender Equality and Women's Empowerment in all aspects of development cooperation and humanitarian assistance. As a result, the principles were elevated in key instruments and policy frameworks for the reform such as the DaO Vision 2015 and the UNDAP results-matrix. As to the latter, two outcomes on strengthened UNCT accountability on human rights and gender equality were introduced, with a four-year cost of USD 375,000. Specifically, they concerned skills-development, mainstreaming, advocacy and communication. This has raised the expectations of partners for the establishment of robust, visible and competent policy instruments in the UN Country Team.

Under the UNDAP, the existing coordination arrangements were refined with a view to building the institutional capacity of the Human Rights Group and the Inter Agency Gender Group. Notably, lead agencies (instead of chairpersons) for both groups were appointed and membership criteria changed from agency representation to substantive expertise. The Human Rights Working Group came under the overall leadership of the UN Resident Coordinator, with day-to-day coordination carried out by staff of his office, given the NRA-status of OHCHR. For the Inter Agency Gender Group, UNWomen was selected as lead

agency for its mandate, bringing global expertise and strong institutional support to the work of this group through its newly established country office.

The groups also became eligible for One Fund allocations in full parity with programme components. As a result, and contrary to previous years, the Human Rights Working Group and Inter Agency Gender Group became obliged to establish strategic and realistic work plans. This further improved the adherence of individual members to the agreed division of labour and increased opportunities for promoting human rights, gender equality and women's empowerment more regularly within the UN Country Team, for example in the joint processes of quality assurance, progress updates and mid-year reporting.

Human Rights, Gender Equality and Women Empowerment Approaches

As the results of the JP Evaluations indicate, some JPs made tangible efforts to strengthen accountability for human rights standards and empowering rights-holders, others struggled to report on results or point to specific achievements. Hence, by mid 2011, the understanding of the core components of, and responsibilities according to the Human Rights Based Approach (HRBA) still differed among agencies.

Although this situation would not signify a lack *per se* of mainstreaming of human rights considerations, it pointed to weaknesses in terms of a consolidated and uniform 'DaO' approach, undermining the quality of

Key Achievements
➢ Strengthened Mainstreaming Support Structures in the UN Country Team Through the Formation of Two UNDAP Working Groups and Appointment Of Lead Agencies
➢ Consolidation and An Improved Evaluability Of Mainstreamed Principles
➢ Successful And Visible Joint Advocacy Efforts In Connection To The Universal Periodic Review, 16 Days Of Activism For No Violence Against Women And Children

situation analyses, baseline and capacity gap assessments, to the effect that programmes were not adequately directed towards improving the situation of the most marginalised individuals in the given public sector of UN engagement.

In terms of gender mainstreaming, the JP evaluations imply better awareness among agencies with more alike approaches. Indeed, the draft JP evaluation synthesis report identifies five common areas of gender equality promotion and refers to the May 2009 gender audit recommendation for developing common gender indicators. More so, gender equality and women's empowerment were among the five mandatory cross-cutting considerations in the development of joint programme documents.

During the programming period of the UNDAP (completed by end 2010), the causality analysis reflected structural causes for the non-realisation of human rights. A role and capacity gap analysis pointed to specific measures for duty bearers to enhance their respect for, protection and fulfilment of human rights. Rights holders' ability to claim rights and participate in decision making processes affecting their situation was another dimension of the analysis. As a result, many outcomes, outputs and key actions address human rights, gender equality and women's empowerment deficiencies directly. Meanwhile, others were complemented with specific considerations to inform the design of activities and other aspects relevant to UNDAP implementation.

In 2011 work was done to address shortages in the PME framework and the consistency of applying human rights, gender equality and women's empowerment approaches in programme implementation. This work included the advice developed by members of the Human Rights Working Group and the Inter Agency Gender Group in the course of the IPAT assessment of One Fund eligibility for the 2011–12 AWPs. In

addition, members of the Human Rights Working Group, Inter Agency Gender Group and the Planning, Monitoring and Evaluation Group met regularly during 2011, consulting when needed programme working groups, to strengthen PME features of the pertinent norms and programming principles. As a result, key human rights and gender equality profiles of each programme working group were developed, including a gender marking system, informing development of the UNCT communications strategy and UNCT advisories on the human rights situation in Tanzania (*see further below*). Most importantly, these PWG profiles informed a series of skills-development activities on gender equality and women's empowerment for UNCT members and established a detailed understanding of pertinent goals and issues of the One Programme as a basis to strengthen implementation, monitoring and evaluation of these aspects in the forthcoming AWPs. (At the time of reporting, but outside the year 2011, an integrated and mandatory RMS checklist on cross-cutting considerations for performance assessment rating and One Fund eligibility was developed and put in use, see Planning, Monitoring and Reporting section for more details.)

In addition, under the leadership of UNESCO, the UN Country Team formed an Interest Group on Culture and Development, with the aim of identifying entry points for enhancing cultural mainstreaming of the One Programme in 2012.

Advocacy and Communications

As 2011 commenced, the Government of Tanzania had started to prepare for the Universal Periodic Review under the Human Rights Council, with the working group proceedings in Geneva scheduled for 3-5 October 2011. This process provided an important opportunity for the UN Country Team to demonstrate its comparative advantage in supporting national actors to engage with international human rights mechanisms. It thereby positioned the UN as an instrument for promoting Human Rights and Gender Equality in the national development context.

Government presented a request for technical and financial assistance to the Resident Coordinator, to which the UN Country Team responded positively. This led to three major consultative sessions in Mainland as well as Zanzibar, and a cost-sharing arrangement between UNDP, OHCHR, UN Women and UNICEF. One of the consultations comprised a validation workshop of the government draft report, including some 50+ officials and civil society representatives. In these consultations, the UN Country Team through OHCHR and the RCO offered overviews of the UPR process and technical guidance on human rights standards upon request. In conjunction with the UN Communications Group, it also assisted the Government of Tanzania in setting up a consultation with the Editors Forum in Tanzania. Following the meeting, a number of editorials and news stories on the UPR or the human rights situation at-large were published with a total news-worth of more than USD 30,000.

In parallel, a broad civil society coalition was formed through the support of the National Human Rights Institution the Commission for Human Rights and Good Governance (CHRAGG) as well as local and regional human rights NGOs. The UN also assisted this process with technical orientation sessions and a final stakeholders' submission validation workshop, encompassing more than 60 associations, including trade unions and NGO coalitions.

Further, the Human Rights Working Group, with inputs from the Inter Agency Gender Group, prepared a submission from the UNCT for the UN Compilation of Information, dispatched by the RC to the UPR Secretariat. It also shared information on UPR progress with development partners, including by facilitating a presentation of the national report contents by the key Government focal point (Director of

Constitutional Affairs and Human Rights in the Attorney General's Chamber) to some 50 representatives of development partners engaged in Governance in Tanzania.

Another highlight on advocacy during 2011 concerned the UN Country Team allocated funds to the Tanzania Media Association to implement a media campaign for 16 Days of Activism for No Violence against Women and Children and a meeting with the Editors Forum on the same issue. This yielded more than 27 news articles in national media in support of the rights and claims of survivors of domestic or gender violence, a prevalent threat to gender equality in the country.

4.5   UNDAP 2011: Planning, Monitoring and Reporting

The UNDAP comprises of a logical framework of **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imebound (SMART) Outcomes and Outputs, together with Key Actions. This Programme Results Matrix is complemented by a Programme Monitoring and Evaluation Matrix which includes indicators, baselines, annualized targets and means of verification. A Delivering as One Matrix has also been formulated which defines the desired strategic results and actions of the reform process, as they relate to the One Office, the One Leader, One Voice and additional programming support areas of PME & Reporting, Gender and Human Rights. Each expands the qualitative dimensions of programme delivery. Under the UNDAP planning and results monitoring system, these components are subject to the same robust assessment as the programmes.

WASH

ICT

UNCG

Lessons Learned
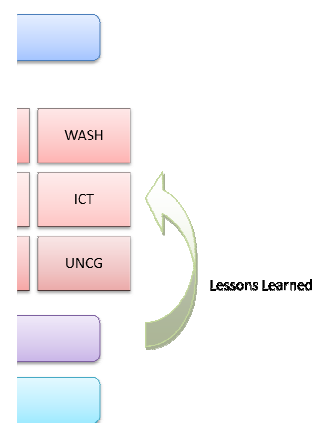
...ring and Reporting Structure

The UNDAP is implemented through a set of programme, cross cutting and operational Annual Work Plans (AWPs) to further UN coherence and thereby improve efficiency, effectiveness and lower transaction costs. These are created in consultation with partners, with final approval by Joint Government and UN Steering Committee. Unlike the erstwhile agency and Joint Programme workplans, the UNDAP AWPs are aligned to the single set of multi-year results ascribed in the aforementioned UNDAP Programme/DaO Results and M&E matrices. The AWPs define exact interventions against the agreed key actions (and results) for each programme, cross-cutting and operational area. This ensures that the division of labour in the UNDAP planning matrices is maintained and opportunities for inter-agency collaboration or synergies can be easily identified. The UNDAP AWPs also present an opportunity for *coherent* engagement by the UN with its partners. Agencies may pinpoint shared stakeholders and ensure a common approach to consultations thereby reducing partner transaction costs and strengthening the positioning of the UN in Tanzania as Delivering as One. Common AWPs also allow senior management at partner level to be aware of the breadth of support from the UN across the Working Groups.

As stated in the above section, the UNDAP instituted a systematic approach to the mainstreaming of cross cutting considerations within the Programme Matrix. This included attaching accountability for relevant

cross cutting considerations to the agency responsible for a Key Action. In the development of the AWPs, Working Groups are also required to consider and incorporate activities which specifically respond to core Human Rights and Gender Equality standards relevant to their programme, cross-cutting or operational area, thereby strengthening UN Tanzania's commitment to key programming principles.

As part of the national budgeting process – Medium Term Expenditure Framework (MTEF) and Aid Management Platform (AMP) – the UN also integrates national requirements for providing quarterly disbursement projections for each implementing partner. Moreover, the AWP process caters for the information needs of operations teams, allowing planning for procurement, micro-assessments, quality assurance etc. This enables identification of potential areas where transaction costs can be reduced and efficiency gains made.

A web-based Results Monitoring System (RMS) allows UN agencies to record plans and report biannually progress towards agreed results, delivery on activities and resource allocations. Under the Joint Government and UN Steering Committee's leadership, the common review process enables partners to jointly assess the status of the UN's interventions across the various Working Groups, providing the basis of a One UN Annual Report on the Programme of Cooperation. Reviews also assure that staff working in areas of shared interest (programme, operational or cross-cutting) are actively aware of the status of each agency's interventions, their contribution to shared results and inter-agency collaborations. Furthermore, the common review process assesses the extent to which Working Groups have considered and incorporated core principles into their programming enabling the capture of value addition, in areas such as Human Rights and Women's Empowerment that might otherwise go unmeasured.

The UNDAP Reviews form the basis of annual One Fund allocations by the JSC to Working Groups (and PUNs therein), assessed according to performance against desired results, mainstreaming of cross-cutting considerations and financial delivery. Findings also support appropriate strategic, programmatic and operational adjustments, as required, for reflection in the UNDAP and subsequent AWPs. Thus, UN Tanzania's Programme of Cooperation undergoes a systematic process of renewal to ensure its continued relevance in country.

Lessons Learnt

The AWPs 2011-2012 signified a critical milestone in the progression of the UN reform in Tanzania. Building upon the substantial work undertaken during the development of the UNDAP 2011-2015 and the experiences of the Joint Programmes, the AWPs provided further detail regarding activities and processes to be employed in the first year of the Programme of Cooperation for the realisation of common results.

A number of mechanisms were instituted to facilitate agencies and WGs – programme, operations and cross-cutting thematic – to develop their AWPs. Notwithstanding, there were challenges experienced in this first year, which required addressing. A survey was therefore circulated amongst UN Tanzania, providing an opportunity for feedback on the process and possible identification of solutions to recurrent dilemmas. It encompassed critical aspects of the AWP development process: Working Group and Partnership Coordination; Budget Formulation; the Results Monitoring System (RMS); Guidance and Quality Support Assurance (QSA).

Under the first issue, a range of approaches were identified across the WGs to agree priorities for the first year and how to engage with IPs. It was therefore recommended that for future planning processes, PUNs

should, wherever possible, increase their collective engagement with partners to minimize transaction costs and ensure coherence in programming. Agencies should also not simply focus on areas of shared results in their collective AWP discussions, but expand analysis to encompass the entire WG plan. There may be additional areas of synergies and overlap with IPs which are missed by a simple division by outcomes.

As part of the budget formulation, agencies also took divergent approaches to the calculation of management costs. Going into the next year AWPs, a country level definition of three cost categories - Direct Management; Direct Implementation; Indirect Variable - was therefore agreed based upon the DOCO 2010 Guidelines 'Definition, Identification and Measurement of In-country Transaction Costs in the Context of DaO Pilot Countries'. The data provided will support measurement of management over implementation costs across the UN in Tanzania, contributing to broader assessments of efficiency under Delivering as One.

The majority of respondents stated that the web-based RMS platform facilitated planning. It was recommended that agency specific inputting be retained in the future, (given the number of activities involved and agency specific accountability lines) but that guidance be strengthened to ensure that principal planning processes are anchored within the WG. This should be supplemented by simplified off-line tools which can completed during WG meetings or via email, ensuring sufficient time for intra-WG discussion following initial agency inputs on the RMS, technical back-up for RMS access across the agencies, additional orientation/training sessions with a requirement for all relevant personnel to attend. The RMS should also be further developed to assist identification of synergies/joint implementation of activities

There was a suggestion that the different groups involved in the QSA be reduced, streamlined and coordinated by the PMEWG to ensure that all comments are provided in a coordinated and consolidated manner; responding to a range of comments proved challenging for many PUNs/WGs. Moreover to further strengthen HRBA, Gender Equality and Women's Empowerment approaches among WGs, an integrated checklist was created for Year Two It consists of a series of questions; affirmative answers require reference to specific activities (and thereby funding) in the AWP. In future reporting, the status of these activities will be automated (following inputs under activity status by Agency Focal Points), requiring WGs to only comment upon the value addition/extra dimension these interventions bring in terms of key programming principles.

These strides to strengthen and harmonise planning and reporting at the country level have been off-set by agency-specific requirements from headquarters, including imposition of global (ie non-context specific and broad) outcomes and additional programme documents, review and reporting demands with manifold timelines. Change at headquarters level towards greater harmonisation of planning, monitoring and reporting agency systems is critical to limit duplication of effort at country level whilst retaining the principle of national ownership and leadership of the Programme of Cooperation. Indeed, the latter is defined as a key achievement of the DaO reform in both the Outcome Statement of the Fourth High Level Inter-Governmental Conference on DaO.

5.0   Financial Performance

This chapter provides the financial performance of the One UN Fund and relates to income and expenditure as of end December 2011, encompassing the final six months of the Joint Programmes and the first six months of the UNDAP. It includes key financial data consolidated by the MPTF Office, the Administrative Agent of the Tanzania One UN Fund. Expenditure data is consolidated on the basis of reports submitted by Participating Organizations which is also available on the MPTF Office GATEWAY (http://mptf.undp.org).[4]

For the purposes of this report, the financial performance of the One UN Fund is analyzed according to (i) income sources and status; this includes donor contributions and incomes earned through interests (ii) disbursements to Participating UN organization-PUNs (iii) reported expenditure of PUNs and (iv) Available balance as at December 2011. These have been set out in detail below.

The One Fund is a key source of funding for the implementation of UN programmes in Tanzania. Since the creation of the fund, donors have been made significant contributions and actively engaged in the DaO process. For 2011, contributions to the One Fund totalled $31,863,230, including $13,780,000 or just over 42% compared to approximately 30% by end December 2010. Out of the funds received in 2011, $21,468,184 was transferred to PUNs, representing approximately 67% of the funds received. This is substantial, given the reporting period encompasses only the first six months of UNDAP implementation. The balance of funds with the AA at the end of 2011 is 10,085,331. The overall delivery rate for 2011 stands at 77.4%, with 8 agencies out of 19 (FAO, ILO, UNDP, UNESCO, UNFPA, UNICEF, UNIDO and WFP) exceeding 70%.

Financial Overview

This section provides a summary balance sheet of the general financial outlay of the Tanzania One UN Fund. This includes a summary of income sources, disbursed amounts to PUNs, total use of funds as well as amounts with the AA for future disbursements beyond December 2011. The table below provides key financial data as of 31 December 2011.

	Prior Years as of 31 Dec 2010	UNDAF 2011	UNDAP 2011	TOTAL
Sources of Funds				
Gross Donor Contributions	92,097,139	3,211,819	28,293,396	123,602,354
Fund Earned Interest Income	911,151	0	97,410	1,008,561
Interest Income Received from PUNs	284,477	24,734	235,871	545,083
Refunds by Administrative Agent (Interest/Others)	0			0
Other Revenue	0			0
Total - Sources of Funds	**93,292,767**	**3,236,553**	**28,626,677**	**125,155,998**
Uses of Funds				
Transfers to Participating Organizations	82,715,340	2,664,677	20,760,829	106,140,846
Refunds Received from Participating Organizations	-235,000	-200,000	-1,757,321	-2,192,321

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[4] Please note the contributions table has been customized to reflect actual recordings as per the period of donor contractual signature in country.

	Prior Years as of 31 Dec 2010	UNDAF 2011	UNDAP 2011	TOTAL
Net Funded Amount to Participating Organizations	82,480,340	2,464,677	19,003,508	103,948,524
Administrative Agent Fees	920,971	32,119	282,933	1,236,024
Direct Costs (Steering Committees etc.)	0	0	0	0
Bank Charges	761	0	662	1,424
Other Expenditures	6,000	-6,000	0	0
Total - Uses of Funds	**83,408,073**	**2,490,796**	**19,287,103**	**105,185,971**
Balance of Funds Available with Administrative Agent	**9,884,695**	**745,757**	**9,339,574**	**19,970,026**
Net Funded Amount to PUNs	82,480,340	2,464,677	19,003,508	103,948,524
PUNs' Expenditure	55,807,007	0	24,597,783	80,404,790
Balance of Funds with Participating Organizations	**26,673,333**	**2,464,677**	**-5,594,276**	**23,543,734**

Table 11 Financial Overview

Income Sources of One UN Fund

The income sources for the One UN Fund principally derive from these areas (i) donor contributions (ii) interest earned from undisbursed funds to PUNs by the AA (iii) interest earned from PUNs undisbursed funds in their respective Agency treasury and (iv) other revenues such as refunds from AA etc. **As December 2011, the One Fund received income totalling an amount of $125,155,998**. This includes (i) a transfer of undisbursed monies of $92,097,139 from UNDAF programming period ending in December 2010 (ii) donor contributions of $31,505,215 so far for UNDAP 2011-2015 programming period (iii) interest earned on undisbursed amounts in treasury so far totalling $1,553,644. The details of each category of income sources have been analyzed below

Earned Interests

For the reporting period under review, the Tanzania One UN Fund received funds from earned interests principally from two sources (i) interest earned by the MPTF Office on the balance of funds with the Administrative Agent's (Fund) account; and (i) interest earned from the PUNs, which is the amount earned by the Agencies on the undisbursed balance of the Tanzania One UN Fund. Thus, by the December 2011, the fund-earned interest cumulatively amounting to **$1,553,644** (see Table 11 above); see also table 12 below for a detailed breakdown of earned income by sources, both AA and Agencies.

	Prior Years as of 31 Dec 2010	UNDAF 2011	UNDAP 2011	TOTAL
Fund Earned Interest (AA)	**911,151**		**97,410**	**1,008,561**
FAO	7,226	0	0	7,226
UNDP	157,516	0	226,838	384,354
UNESCO	11,916	13,952	9,031	34,899
UNFPA	74,203	0	0	74,203
UNIDO	33,504	10,782	0	44,286
UNWOMEN	111	0	2	113
Total	**284,476**	**24,734**	**235,871**	**545,081**
Total Interest Earned	**1,195,627**	**24,734**	**333,281**	**1,553,642**

Table 12 Received Interest at the AA Fund and Agency Levels

Donor Contributions

The table below shows the breakdown of the contributions (deposits) received in the treasury of the Tanzania One UN Fund. In 2011, $31,505,215 was received in donor contributions. Cumulatively, as of 31 December 2011, donor contributions to the Tanzania One UN Fund amounted to $123,602,354.

Donor	Prior Years as of 31 Dec 2010	UNDAF 2011	UNDAP 2011	TOTAL
Department for Int'l Development (DFID)	24,638,333	3,211,819	0	27,850,153
Swiss Agency for Development & Coop	0	0	3,189,114	3,189,114
Irish Aid	5,686,734	0	1,301,900	6,988,634
Expanded DaO Funding Window	18,492,000	0	13,780,000	32,272,000
Government of Norway	11,183,103	0	2,508,151	13,691,254
Swedish Int'l Development Coop	1,125,352	0	5,060,650	6,186,002
Canadian International Development	0	0	11,278,062	11,278,062
Government of Finland	5,534,800	0	0	5,534,800
Government of Spain	6,000,000	0	0	6,000,000
Government of Netherlands	8,158,755	0	2,453,580	10,612,335
Total	**92,097,139**	**3,211,819**	**28,293,395**	**123,602,354**

Table 13: Donor Contributions

The Use of One UN Fund

The use of One UN Fund includes transfers to PUNs for the purposes of implementation of programmes. As of 31 December 2011, the Tanzania One UN Fund had funded approved programme-funding for a net total of $103,948,524. The analysis is provided below.

Transfer of Approved Funding to Participating UN Organizations

In 2011, a total of $23,425,506 was transferred to PUNs. Similarly a total of $1,957,321 was returned by a number of PUNs providing a net transfer of $21,468,184. Table 14 provides analysis by PUNs; Table 15 provides analysis combining UNDAF periods (involving Joint Programmes) and UNDAP 2011-2015 (involving clusters and programme working groups).

PUN	Net Funded Amount			
	Prior Years as of 31 Dec 2010	Current Year		TOTAL
		UNDAF	UNDAP	
FAO	5,123,822		783,501	5,907,323
ILO	6,037,186	235,000	1,095,939	7,368,125
IOM	498,000	141,214	931,793	1,571,007
ITC	0	0	365,657	365,657
OHCHR	0	0	0	0
UNAIDS	58,000		305,706	363,706
UNCDF	0		352,354	352,354
UNCTAD	0		141,888	141,888
UNDP	41,938,987	1,443,463	3,225,516	46,607,966
UNEP	85,000	0	114,249	199,249
UNESCO	5,743,922	420,000	-178,829	5,985,093

PUN	Net Funded Amount			
	Prior Years as of 31 Dec 2010	Current Year		TOTAL
		UNDAF	UNDAP	
UNFPA	6,888,749		759,737	7,648,486
UNHABITAT	0		153,712	153,712
UNHCR	105,000	25,000	2,439,506	2,569,506
UNICEF	5,146,711		2,735,228	7,881,939
UNIDO	3,886,528	200,000	994,540	5,081,068
UNWOMEN	99,940		207,157	307,097
WFP	3,504,237		1,553,395	5,057,632
WHO	3,364,258		3,022,459	6,386,717
Total	**82,480,340**	**2,464,677**	**19,003,508**	**103,948,525**

Table 14: Transfer of Net Funded Amount by PUNs

Sector/Priority/Outcome Area	Net Funded Amount			
	Prior Years as of 31 Dec 2010	Current Year		TOTAL
		UNDAF	UNDAP	
C1: Econ Growth & Poverty Reduction	0	0	5,101,240	5,101,240
C2: Quality of Life	0	0	8,438,803	8,438,803
C3: Govern-Emergency-Refugees	0	0	5,432,357	5,432,357
DaO Support & OMT Common Services	2,659,325	200,331	1,788,429	4,648,085
Election Support in Tanzania	9,447,640	0		9,447,640
JP1 Wealth creation	12,044,570	0	(849,453)	11,195,117
JP2 Maternal & Newborn Mortality	11,424,281	0	(116,806)	11,307,475
JP3 Support to HIV&AIDS	10,943,996	0	(59,515)	10,884,481
JP4 Cap Strengthening Dev.	8,546,851	1,863,132	-266,325	10,143,658
JP5 Capacity Bldg Zanzibar	8,614,544	235,000	-67,575	8,781,969
JP6.1 North Western Tanzania	6,170,975	166,214	-135,470	6,201,719
JP6.2 Disaster Preparedness	3,389,358	0	(2,399)	3,386,959
JP8 Communication	840,861	0	(2,164)	838,697
JP10 Education	4,923,940	0	(199,164)	4,724,776
JP11 Environment	3,474,000	0	(58,451)	3,415,549
Total	**82,480,340**	**2,464,677**	**19,003,507**	**103,948,525**

Table 15: Transfer of Net Funded Amount by Sector/Priority/Outcome Area

Expenditures of Tanzania One UN Fund

The report on expenditure is analyzed across the following categories (i) Agency specific financial data (ii) data by clusters and outcome areas (iii) administrative costs of managing the One Fund.

As of 31 December 2011, a total of $80,404,790 was reported by PUNs as expenditure, which is the equivalent to a delivery rate of 77 per cent of the net transferred amount to PUNs. It must be noted that all expenditure reports were submitted by the Headquarters of the PUNs through the MPTF Office's UNEX Financial Reporting Portal, and extracted and consolidated by the MPTF Office.

The tables below provide detail analysis of the different aspects of the expenditure data. Additional tables on expenditure, including expenditure tables by Participating Organization with breakdowns by budget category are available on the MPTF Office GATEWAY (http://mptf.undp.org).

Further, by administrative provision of the AA fund management procedures any over-expenditure reported by Participating Organizations, and reflected in the tables below, will be corrected in Participating Organizations' 2012 financial reporting.

Table 16 displays transfers and expenditures of the Tanzania One UN Fund in 2011 and presents the financial delivery rates. Financial delivery rates are measured in terms of expenditure as a proportion of the net amount transferred of **$103,948,524**.

Sector/Priority/Outcome Area	Net Funded Amount	Expenditure				Delivery Rate
		Prior Years as of 31 Dec 2010	UNDAF 2011	UNDAP 2012	TOTAL	
C1: Economic Growth & Poverty Reduction	5,101,240	0		897,026	897,026	18%
C2: Quality of Life	8,438,803	0		1,085,467	1,085,467	13%
C3: Govern-Emergency-Refugees	5,432,357	0		111,827	111,827	2%
DaO Support & OMT Common Services	4,648,085	2,110,013	659,526	355,616	3,125,155	67%
Election Support in Tanzania	9,447,640	7,317,231	1,519,863		8,837,093	94%
JP1 Wealth creation	11,195,117	8,535,477	1,912,473		10,447,950	93%
JP2 Maternal & Newborn Mortality	11,307,475	6,605,099	3,371,024		9,976,123	88%
JP3 Support to HIV&AIDS	10,884,481	6,062,166	4,237,895		10,300,062	95%
JP4 Capacity Strengthening Development	10,143,658	7,040,235	2,878,115		9,918,350	98%
JP5 Capacity Building Zanzibar	8,781,969	7,496,784	1,119,790		8,616,574	98%
JP6.1 North Western Tanzania	6,201,719	3,378,556	2,439,169		5,817,725	94%
JP6.2 Disaster Preparedness	3,386,959	2,539,429	723,089		3,262,517	96%
JP8 Communication	838,697	568,638	148,413		717,050	85%
JP10 Education	4,724,776	2,647,496	2,007,579		4,655,075	99%
JP11 Environment	3,415,549	1,505,883	1,130,912		2,636,795	77%
Total	**103,948,524**	**55,807,007**	**22,147,848**	**2,449,936**	**80,404,790**	**77%**

Table 16 - Expenditure by Sector/Priority/Outcome Area

Table 17 below provides expenditure by Agency. This is derived from PUN reporting through the UNEX of the MPTF Gateway.

PUN	Net Funded Amount	Expenditure				Delivery Rate %
		Prior Years as of 31 Dec 2010	UNDAF 2011	UNDAP 2011	TOTAL	
FAO	5,907,323	4,580,026	367,212	43,893	4,991,131	84.5
ILO	7,368,125	4,313,866	1,319,402	130,505	5,763,773	78.2
IOM	1,571,007	280,129	359,085	41,766	680,980	43.3
ITC	365,657	-			-	0
OHCHR	-	-			-	0
UNAIDS	363,706	-			-	0
UNCDF	352,354	-		18,286	18,286	5.2

PUN	Net Funded Amount	Expenditure				Delivery Rate %
		Prior Years as of 31 Dec 2010	UNDAF 2011	UNDAP 2011	TOTAL	
UNCTAD	141,888	-			-	0
UNDP	46,607,966	29,508,809	11,119,030	338,786	40,966,625	87.9
UNEP	199,249	8,087	37,450	26,761	72,298	36.3
UNESCO	5,985,093	3,042,889	2,125,553	31,214	5,199,656	86.9
UNFPA	7,648,486	3,777,524	2,144,128	106,920	6,028,572	78.8
UNHABITAT	153,712	-			-	0
UNHCR	2,569,506	28,435	101,565	0	130,000	5.1
UNICEF	7,881,939	4,607,588	453,394	701,092	5,762,074	73.1
UNIDO	5,081,068	2,695,875	1,166,431	84,670	3,946,976	77.7
UNWOMEN	307,097	29,109	15,819	21,836	66,764	21.7
WFP	5,057,632	1,950,501	1,413,184	821,475	4,185,159	82.7
WHO	6,386,717	984,168	1,525,594	82,732	2,592,495	40.6
Total	**103,948,525**	**55,807,006**	**22,147,847**	**2,449,936**	**80,404,790**	**77.4**

Table 17: Expenditure by PUN

Table 18 provides detail expenditure by categories. The expenditure categories are standard UNDG budget categories applied across all PUNs.

Budget Category[5]	Expenditure			Delivery Rate (%)
	Prior Years as of 31 Dec 2010	Current Year (2011)	TOTAL	
Supplies, Commodities, Equipment	10,714,951	4,253,612	14,968,564	19.95
Personnel	16,429,533	6,907,725	23,337,257	31.10
Training of Counterparts	4,062,467	4,203,567	8,266,034	11.02
Contracts	12,605,426	4,764,379	17,369,805	23.15
Other Direct Costs	8,226,839	2,859,675	11,086,514	14.78
Total - Programme Costs	52,039,215	22,988,958	75,028,174	100.00
Indirect Support Costs	3,767,791	1,608,825	5,376,616	7.17
Total	**55,807,007**	**24,597,783**	**80,404,790**	

Table 18: Expenditure by Budget Category

Balance of Funds

As per the Financial Overview, as of 31 December 2011, *a net amount of $103,948,524 had been transferred to PUNs*. This is 84% of *gross total gross contributions to Tanzania One UN Fund* with the remaining 1 per cent representing the AA-fee. The available balance of $1,553,644 represents the interest earned by the Administrative Agent and PUNs as of 31 December 2011, and may be allocated by the appropriate governing body to programmatic activities. The unutilized balances remaining with PUNs as of 31 December 2011 was $23,543,734 (or 22.2 per cent of transferred amount). This means that the **balance of undisbursed funds in the AA treasury amounted to $19,970,026 as at December 2011.**

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[5] Standard UNDG Budget Categories used in all MPTFs to enable standardized financial reporting across all Participating Organizations

As per earlier analysis a net transfer of **$23,543,734** was approved and allocated to PUNs by December 2011. This remains the amount to be accounted for by PUNs at the end of UNDAP programming year 2011/ 2012.

Cost Recovery

The cost recovery for the Tanzania One UN Fund is guided by the applicable provisions of the Terms of Reference, the MOU concluded between the Administrative Agent and PUNs, and the SAAs concluded between the Administrative Agent and Donors.

Cost recovery, as of 31 December 2011, was as follows:
- *The Administrative Agent fee:* One per cent charged at the time of donor deposits and is for the entire duration of the Tanzania One UN Fund. In the reporting period $315,052 was deducted as AA-fee. Cumulatively, as of 31 December 2011, **$1,236,024** has been deducted as AA-fee.
- *Indirect Costs of PUNs:* Agencies may charge 7 per cent indirect costs. In the reporting period $1,608,825 was deducted as indirect cost by PUNs. Cumulatively, as of 31 December 2011, this amounted to **$5,376,616**.
- *Direct Costs:* May be charged to the Tanzania One UN Fund to cover costs associated with the Steering Committee/governing body etc. In the reporting 2011, no monies were deducted as direct cost.

Conclusions

The MPTF Office Gateway (http://mdtf.undp.org) has proven a useful source of data on the One Fund, thereby strengthening UN Tanzania's transparency and accountability to its Government and Development Partners. The UN Tanzania website on the GATEWAY provides extensive narrative and financial information, including strategic framework, governance arrangements, eligibility and allocation criteria for the One Fund. The UNCT has also benefitted from significant support and periodic guidance from the MPTF Office in all matters related to the One Fund.

Notwithstanding, there are challenges in the use of the MPTF Office Gateway, including the reporting requirements. The principal dilemma emanates from UN Tanzania's alignment to the Government's planning cycle and fiscal year. Given AWPs run from July to the following June, both narrative and financial reports may not provide a fully comprehensive and accurate portrayal of delivery. This may be further compounded by the some time delay of 'real-time data'. Moreover, there are difficulties in transferring data from agency specific systems (including distinct cost structures) for dissemination through the MPTF Office Gateway. These issues require further review at headquarters by all UN agencies.

6.0   Conclusions

2011 was a momentous year for UN Tanzania as a DaO pilot country. It signalled the end of an era with the closure of the 11 Joint Programmes and the launch of the UNDAP 2011-2015. Whilst much has been written on the experiences of the JPs and the lessons learnt that were taken forward for the design and implementation of the UNDAP, it is important to acknowledge the accomplishments of these first years of reform in Tanzania.

Under the JPs, important results were achieved in 11 sectors of intervention (Economic Growth, Environment and Climate Change, Education, Nutrition, Health, HIV and AIDs, Social Protection, Water, Sanitation and Hygiene, Governance, Emergencies and Border and Migration Management), both at the national and sub-national level. Many of which have been highlighted in the second section of this report. Through the JPs, agency divides were overcome, representatives learnt to work together to address development and humanitarian dilemmas, building upon each other's comparative advantage to deliver real results for the people of Tanzania.

The establishment of the One UN Fund in 2007 provided a particular resource opportunity in-country. The JSC ensures One UN Fund allocations are guided by Government thereby strengthening national ownership and incentivising UN agencies to align programming with national needs and priorities. The One UN Fund and the concomitant operational principles also fostered progress in terms of increased use of national systems, as performance based allocations between 2007-2011 included achievement of Paris Declaration targets. Moreover, the One UN Fund in Tanzania has also become a catalyst for strengthening UN and Government collaboration around matters not restricted to financing decisions. The JSC has over time become a forum whereby additional matters of common concern can be discussed in a formal context, for example the timely completion of the second generation PRSPs.

Under the UNDAP, UN agencies have built upon this strong foundation to establish programmes across ten sectors, articulating in greater detail than ever before the precise contribution of the UN to Tanzania's national development priorities and international commitments, thereby enhancing transparency and accountability to Government and Development Partners. The reform has been deepened through further harmonization of business practices and the commitment of the UN in areas such as Human Rights Based Approach and Women's Empowerment and Gender Equality. Some early results have been recorded in the third section of the report above.

A single, fully transparent budgetary framework for the entire UNCT's Programme of Cooperation for 2011-2015 across three funding sources (agency core, agency non-core and One UN Fund) has facilitated the establishment of a clear Resource Mobilisation Strategy and Action Plan to secure monies for all unfunded elements of UN Tanzania's programmes and operations. The performance based allocation system for the One UN Fund has been strengthened to encompass a coherent Results Based Monitoring System with clear annualised targets for the entire Plan, including programming components resourced by agency own resources. Such eligibility and performance based funding criteria have enabled the UNCT to sharpen the focus of the One UN Programme, with a clear Division of Labour based on parameters such as agency capacity, comparative advantage and mandate.

In June 2012, this robust web-based planning, monitoring and reporting system will provide a full representation of UN Tanzania's delivery in Year One, defining results, challenges to implementation and

strategic revisions for Year II. The performance of the programmes and broader reform processes will be fully captured in the first One UN Tanzania Annual Report, to be issued in October 2012.

Annex I: Participating UN Agencies

Joint Programmes

1	**Wealth Creation, Employment and Economic Empowerment** ILO; FAO; UNDP; UNESCO; UNIFEM; UNIDO; WFP; WHO
2	**Maternal and Newborn Mortality Reduction** ILO; UNESCO; UNFPA; UNICEF; WFP; WHO
3	**HIV and AIDS in Tanzania** FAO: ILO; UNAIDS; UNDP; UNFPA; UNESCO; UNICEF; UNIFEM; WFP; WHO
4	**Capacity Strengthening for Development Management (Mainland)** ILO; UNDP; UNFPA; UNESCO; UNICEF; UNIFEM
5	**Capacity Strengthening for Development Management (Zanzibar)** FAO; ILO; UNDP; UNFPA; UNESCO; UNICEF; UNIDO; UNIFEM; WFP; WHO
6.1	**Northwestern Tanzania: Transition from Humanitarian Assistance to Sustainable Development** FAO; IOM; UNCDF; UNDP; UNEP; UNESCO; UNHCR; UNICEF; UNIDO; WFP; WHO
6.2	**Strengthening National Disaster Preparedness and Response Capacity** FAO; UNDP; UNICEF; WFP; WHO
8	**Communications (One Voice)** FAO; IFAD; ILO; IOM; RCO; UNAIDS; UNDP; UNESCO; UNFPA;UN-HABITAT; UNHCR; UNIC; UNICEF; UNIDO; UNIFEM; UNV; WFP; WHO
9	**One Office** FAO; ILO; IOM; RCO; UNAIDS; UNDP; UNESCO; UNFPA; UNHCR; UNICEF; UNIDO; UNIFEM; WFP; WHO
10	**Education** ILO: UNESCO; UNICEF; UNIDO; WFP
11	**Environment** FAO; UNDP; UNEP; UNESCO; UNIDO

UNDAP 2011-2015

One Programme: Cluster I	**Economic Growth** FAO; ILO; ITC; UNCDF; UNCTAD; UNDP; UNEP; UNESCO; UNFPA; UNIDO; UNWOMEN; WFP
	Environment UNDP; FAO; UNEP; UNESCO; UNIDO; UNWOMEN; WFP
One Programme: Cluster II	**Education** UNESCO; UNICEF; WFP
	Health & Nutrition WHO; UNFPA; UNICEF; WFP
	HIV/AIDS UNAIDS; FAO; ILO; UNDP; UNESCO; UNFPA; UNICEF; UNWOMEN; WFP; WHO
	Social Protection UNICEF; ILO; IOM; UNFPA; UNWOMEN; WFP; WHO
	WASH UNICEF; UN-HABITAT; WHO
One Programme: Cluster III	**Governance** UNDP; ILO; OHCHR; UNCDF; UNESCO; UNFPA; UNICEF; UNWOMEN

	Emergencies WFP; FAO; UNDP; UNFPA; UNICEF; WHO	
	Refugees UNHCR; FAO; IOM; UNFPA; UNICEF; WFP	
One Office	**TOPT** UNDP; UNICEF; WFP	
	HACT/Finance UNDP; FAO; UNFPA; UNICEF	
	Human Resources UNHCR; UNDP; UNICEF; WFP	
	ICT WFP; UNDP; UNICEF; WHO	
One Voice	**Communications** UNIC; RCO; UNDP; UNESCO; UNICEF	
Cross Cutting	**PME WG** RCO; UNDP; UNFPA; UNICEF; UNIDO; UNESCO; WFP	
	Human Rights RCO; ILO; UNDP; UNICEF	
	Gender UNWOMEN; ILO; UNFPA; UNICEF	

Annex II: UNDAP: One Fund Allocations[6]

For the UNDAP 2011-2015, criteria have been developed to provide the JSC in Tanzania with an objective basis for allocations under the One Fund. The criteria is applied in three steps:

i.   Eligibility
ii. Initial Allocation – applicable in Year One of the programming cycle
iii. Subsequent Allocations – applicable in Years Two, Three and Four of the programming cycle

Only 60% of each annual fund allocation is disbursed upfront. The remaining 40% is disbursed to PUNs that have delivered at least 50% of the funds disbursed after 6 months, by Working Group.

At the end of the programme year, funds allocated to the agreed UNDAP WG but *not disbursed from the One Fund* are zeroed. If so agreed by the JSC, funds allocated to PUNs but not spent at the end of the programme year shall be returned to the Administrative Agent for the utilization of the One UN Fund. This is undertaken in exceptional circumstances only, with due consideration of the financial costs incurred.

Eligibility Criteria

To be eligible for funding each WG must submit a detailed Annual Work Plan which includes the following:

i.   A detailed sequencing of activities aligned to UNDAP key actions and cross-cutting considerations
ii. A clear division of labour among UN Agencies for various activities
iii. Performance targets for outputs
iv. Budgetary breakdown and quarterly disbursement plan
v.   A procurement plan
vi. Reference to UN and IP capacity to deliver the agreed UNDAP initiative
vii. Risks to and mitigation activities for successful implementation

Initial Allocations

An Inter-Agency Performance Assessment Team (IPAT)—composed of the chairs of the IAPC and OMT plus leads of IAGG, HRWG and PMEWG—conduct a desk review of all the AWPs[7] and make a proposal for allocation of funds after application of the criteria for initial allocations (detailed below). The IPAT fund allocation recommendations are then shared with the CMT through the IAPC chair.

The CMT adopts a final UN position and engages the JSC, where the final decision for allocations are made.

The criteria for initial fund allocation is applied as follows:

i.   Where the One UN Fund is 100% funded, each WG is allocated their total annual One Fund budget
ii. Where resources in the One UN Fund are sufficient to cover between 50% - 99% of the funding gap (excluding earmarked funds),[8] each WG is allocated a pro-rata of its funding gap
iii. Where resources in the One UN Fund are sufficient to cover less than 50% of the funding gap (excluding earmarked funds), fund allocation is prioritised according to distance from attainment of MDGs and GoT indication of preference

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[6] Extrapolation of One Fund Revised Terms of Reference, 2011
[7] Members are excluded from assessing those WGs of which they are a member.
[8] In the presence of earmarking, a mechanism to correct pro-rating is instigated

Subsequent Allocations

An annual allocation is undertaken. Each agreed UNDAP Working Group (WG) report on progress made towards outputs and outcomes, the extent to which cross-cutting issues were mainstreamed, financial expenditure, major achievements and constraints.

The IPAT applies the criteria (below) and makes recommendations on the fund allocation. The recommendations are discussed by the CMT, which once satisfied that the criteria has been properly applied, present the recommendations to the JSC for a final decision.

Weighted performance criteria is applied in two phases:
  i. Step One assesses at the WG level:
     - Extent to which annualized targets captured in the work plan have been achieved - 50%
     - Extent to which performance indicators relating to UN's cross cutting considerations have been met - 20%
     - Extent of financial delivery, both Agency and One Fund resources - 30%

  ii. Step Two assesses the financial delivery of each PUN of the WG (Agency and One Fund resources). Funds allocated to the WG under Step One are distributed among PUNs according to their performance entitlement (based on financial delivery).

Allocations are then prorated where the One Fund is less than 100% resourced.

Abbreviations and Acronyms

AA	Administrative Agent
AG	Auditor General
ANGOZA	Association of NGOs in Zanzibar
ATE	Association of Tanzania Employers
AWP	Annual Work Plan
BCC	Behaviour Change Communication
BDG	Business Development Gateway
BRELA	Business Registration and Licensing Agency
CBOs	Community-Based Organizations
CCA	Common Country Assessment
CDM	Clean Development Mechanism
CEO	Chief Executive Officer
CHRAGG	Commission for Human Rights and Good Governance
CJF	Child Justice Facilitators
CMO	Chief Minister's Office (Zanzibar)
CMO - DMD	Chief Minister's Office – Disaster Management Department
COD	Common Operational Document
COWPZ	Catalyst Organization For Women Progress In Zanzibar
CPCT	Cleaner Production Centre of Tanzania
CSO	Civil Society Organization
CSO-JPE	Civil Society Organisation-Joint Platform for Engagement
CTI	Confederation of Tanzania Industries
DaO	Delivering as One
DESA	Department of Economic and Social Affairs
DIT	Dar es Salaam Institute of Technology
DOCO	United Nations Development Operations Coordination Office
DOL	Division of Labour
DP	Development Partner
DPG	Development Partners Group
DRR	Disaster Risk Reduction
ECC	Employment Creation Committees
ECG	Emergency Coordination Group
EMIS	Education Management Information Systems
EMONC	Emergency Obstetric and Newborn Care
EPRU	Environmental Policy Research Unit
ERB	Engineers Registration Board
ESRF	Economic and Social Research Foundation
EWG	Environmental Working Group
FACE	Funding Authorization and Certificate of Expenditure
FAO	Food and Agriculture Organization of the United Nations
FBO	Faith-Based Organisation
FFS	Farmer Field Schools
FSN	Food Security and Nutrition
GAP	Good Agricultural Practices

GBS	General Budget Support
GBV	Gender Based Violence
GDP	Gross Domestic Product
GF	Global Framework
GoT	Government of the United Republic of Tanzania
HACT	Harmonized Approach to Cash Transfers
HI	Health Institute
HLCM	UN High Level Committee on Management
HMIS	Health Management Information Systems
HQ	UN Headquarters
HR	Human Resources
HRBA	Human Rights-Based Approach
HRG	Human Rights Group
HSSP	Health Sector Strategic Plan
IADG	Internationally Agreed Development Goals
IAGG	Inter Agency Gender Group
IAPC	Inter-Agency Programme Committee
IASC	Inter-Agency Standing Committee
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IECD	Integrated Early Childhood Development
IFAD	International Fund for Agricultural Development
IHI	Ifakara Health Institute
IHR	International Health Regulations
ILO	International Labour Organisation
IMCI	Integrated Management of Childhood Illnesses
IOM	International Organization for Migration
INSET	In-Service Education and Training
IP	Implementing Partner
IPPE	Integrated Post Primary Education
IPSAS	International Public Sector Accounting Standards
ISW	Institute of Social Work
ITC	International Trade Centre
JAST	Joint Assistance Strategy for Tanzania
JP	Joint Programme
JSC	Government and UN Joint Steering Committee
JTF	Joint Government-United Nations Task Force
LGAs	Local Government Authorities
LL-MIS	Lifelong Learning Management Information System
LMIS	Labour Market Information System
M&E	Monitoring and Evaluation
MA	Managing Agent
MAC	Multi-sectoral AIDS Committees
MAFC	Ministry of Agriculture, Food and Cooperatives
MALE	Ministry of Agriculture, Livestock and Environment (Zanzibar)
MARP	Most at Risk Populations

MCT	Medical Council of Tanzania
MD	Millennium Declaration
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MDTF	Multi-Donor Trust Fund
MEWATA	Medical Women Association of Tanzania
MFI	Micro Finance Institutions
MIS	Management Information Systems
MKUKUTA	Kiswahili acronym of the National Strategy for Growth and Reduction of Poverty
MKUZA	Kiswahili acronym of the Zanzibar Poverty Reduction Plan
MLDF	Ministry of Livestock Development and Fisheries
MLEYD	Ministry of Labour, Employment and Youth Development
MNCH	Maternal, Newborn and Child Health
MNRT	Ministry of Natural Resources and Tourism
MoAFSC	Ministry of Agriculture, Food Security and Cooperatives
MoCDGC	Ministry of Community Development, Gender and Children
MoEVT	Ministry of Education and Vocational Training
MoF	Ministry of Finance
MoHA	Ministry of Home Affairs
MoHSW	Ministry of Health and Social Welfare
MoITM	Ministry of Industry, Trade and Marketing
MoIYCS	Ministry of Information, Youth, Culture and Sports
MoLDF	Ministry of Livestock Development and Fisheries
MoLE	Ministry of Labour and Employment (Zanzibar)
MoLEYD	Ministry of Labour, Employment and Youth Development
MoLHH	Ministry of Lands, Housing and Human Settlements
MoNRT	Ministry of Natural Resources and Tourism
MoRASD	Ministry of Regional Administration and Special Departments
MoTTI	Ministry of Trade, Tourism and Industry
MoU	Memorandum of Understanding
MoW	Ministry of Water
MoWorks	Ministry of Works
MSD	Medical Stores Department
MUCHALI	Food Security and Nutrition Information (Swahili Acronym)
MVC	Most Vulnerable Children
MWI	Ministry of Water and Irrigation
NACONGO	National Council of NGOs
NACOPHA	National Council for People Living with HIV and AIDS
NACP	National AIDS Control Programme
NACTE	National Council for Technical Education
NBS	National Bureau of Statistics
NCPA	National Costed Plan of Action for Most Vulnerable Children
NEMCs	National Environment Management Council
NGO	Non-Governmental organization
NGORC	NGO Resource Centre
NMSF	National Multi-sectoral Strategic Framework

NOG	National Operational Guidelines
NRA	Non-resident agency
NSSF	National Social Security Fund
OCGS	Office of the Chief Government Statistician
ODA	Overseas Development Assistance
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights
OMT	Operational Management Team
One UN Fund	One United Nations Fund for the United Republic of Tanzania
PD	Paris Declaration on aid effectiveness
PER	Public Expenditure Review
PLHA	People Living with HIV and AIDS
PMEG	UN Programme Management Evaluation Group
PMO	Prime Minister's Office
PMO -DMD	Prime Minister's Office - Disaster Management Department
PMO-RALG	Prime Minister's Office - Regional Administration and Local Government
PMTCT	Prevention of Mother-to-Child Transmission of HIV
POPC	President's Office Planning Commission
PPE	Personal Protective Equipment
PRSP	Poverty Reduction Strategy
PUN	Participating UN Organisation
PWG	UN Programme Working Group
RBM	Results Based Management
RC	United Nations Resident Coordinator
RCO	United Nations Resident Coordinator's Office
RDT	Regional Directors Teams
REPOA	Research on Poverty Alleviation
RGoZ	Revolutionary Government of Zanzibar
SAA	Standard Administrative Arrangement
SCC	Social Change Communication
Sheias	Zanzibar Local Government Authorities
SIDO	Small Industries Development Organization
SMART	Specific, Measurable, Achievable, Relevant and Time Bound
SMEs	Small and Medium-sized Enterprises
SPF	Social Protection Framework
SRH	Sexual and Reproductive Health
STI	Science Technology and Innovation
SWAP	Sector Wide Approach to Programming
SWG	Sector Working Group
TACAIDS	Tanzania Commission for AIDS
TAHA	Tanzania Horticulture Association
TAMA	Tanzania Midwives Association
TanEA	Tanzania Evaluation Association
TANGO	Tanzania Association of NGOs
TBM	(Resources) To Be Mobilized

TBS	Tanzania Bureau of Standards
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TENMET	Tanzania Education Network/Mtandao wa Elimu Tanzania
TFDA	Tanzania Food and Drug Authority
TNBC	Tanzania National Business Council
TNCM	Tanzania National Coordination Mechanism
TOPT	Tanzania One Procurement Team
ToR	Terms of Reference
TPSF	Tanzania Private Sector Foundation
TRACE	Training and Facilitation Centre
TSED	Tanzania Socio-economic Database
TUCTA	Trade Union Congress of Tanzania
TVEDP	Technical and Vocational Education Development Programme
TYC	Tanzania Youth Coalition
UCB	Uchumi Commercial Bank Limited
UN	United Nations
UNA	United Nations Association
UNAIDS	United Nations Programme on HIV/AIDS
UNAOC	United Nations Alliance of Civilizations
UNCDF	United Nations Capital Development Fund
UNCG	United Nations Communication Group
UNCMT	United Nations Country Management Team
UNCT	United Nations Country Team
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 Organization
UNFPA	United Nations Population Fund
UNGASS	UNGASS United Nations General Assembly Special Session
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNSSC	United Nations System Staff College
UNV	United Nations Volunteer/s
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UWZ	Zanzibar Association of the Disabled
VCT	Voluntary Counselling and Testing (for HIV)
VETA	Vocational Education and Training Authority
VIBINDO	Vikundi vya Biashara Ndogondogo

VPO	Vice President's Office
WARC	Ward Agricultural Resource Centres
WFP	World Food Programme
WG	Working Group
WHO	World Health Organization
YUNA	Youth of United Nations Association
ZAC	Zanzibar Aids Commission
ZANEMA	Zanzibar Association of Employers
ZAPHA+	Zanzibar Association for People Living with HIV and AIDS
ZATI	Zanzibar Association of Tourism Investors
ZATUC	Zanzibar Trade Union Congress
ZAYADESA	Zanzibar Youth Advancement for Development, Education, Sanitation
ZIPA	Zanzibar Investment Promotion Agency
zMoANR	Ministry of Agriculture and Natural Resources, Zanzibar
zMoEVT	Ministry of Education and Vocational Training, Zanzibar
zMoFDP	Ministry of State, President Office for Finances and Development Planning, Zanzibar
zMoH	Ministry of Health, Zanzibar
zMoHSW	Ministry of Health and Social Welfare (Zanzibar)
zMoIC	Ministry of Infrastructure and Communication, Zanzibar
zMoICTS	Ministry of Information, Culture, Tourism and Sports, Zanzibar
zMoJCA	Ministry of Justice and Constitutional Affairs, Zanzibar
zMoLF	Ministry of Livestock and Fishing, Zanzibar
zMoLHWE	Ministry of Lands, Housing, Water and Energy, Zanzibar
zMoLPEEC	Ministry of Labour, Peoples Economic Empowerment and Cooperatives
ZMoLYWCD	Ministry of Labour, Youth, Women and Children Development (Zanzibar)
zMoPSGG	Ministry of State, President Office for Public Service and Good Governance, Zanzibar
zMoSWYWCD	Ministry of Social Welfare, Youth, Women and Children's Development, Zanzibar
zMoTIM	Ministry of Trade, Industries, and Marketing, Zanzibar
zMoWCEL	Ministry of Water, Construction, Energy and Land (Zanzibar)
zOCGS	Office of the Chief Government Statistician, Zanzibar
zPO	President's Office, Zanzibar
zVPO1	Ministry of State, 1st Vice President Office, Zanzibar
zVPO2	Ministry of State, 2nd Vice President Office, Zanzibar