



**United Nations Development Programme
Tanzania Country Office**

**Project Document:
Pro-poor economic growth and environmentally sustainable development**

Award Title:	61911: Pro-poor economic growth and environmentally sustainable development
UNDAP Outcome:	Key national institutions develop / enhance evidence-based pro-poor economic development policies and strategies.
UNDAP Output:	1. Select national policies incorporate strategies for enhancing job-rich dividends and poverty reduction 2. National policies, strategies, budgets and monitoring systems mainstream environmental issues
Key Results Area (UNDP Strategic Plan):	Poverty reduction and achievement of Millennium Development Goals.
Project Titles:	Project ID/Title: 79012/Pro-Poor Economic Growth and Environmentally Sustainable Development
Project Output(s):	(i) POPC leads a national stakeholders' dialogue on evidence-based pro-poor and environmentally sustainable growth with medium-term and long-term development perspectives beyond MDG 2015. (ii) POPC formulates Public Investment Plans integrating pro-poor and environmentally sustainable activities and oversight on implementation of programmes and projects. (iii) Research and analytical studies on employment-enhancing and environmentally sustainable growth and evidence-based policy management process made available to Government Directors, Permanent Secretaries and Ministers. (iv) A Centre of South-South Cooperation established to facilitate knowledge sharing on growth and development (including: gender-sensitive and environmentally sustainable strategies) (v) Enhanced capacity of POPC, MOF and PMO-RALG for budgeting and monitoring of Five-Year Development Plan and MKUKUTA II Goals and targets on gender and environmental sustainability
Implementing Partner:	President's Office Planning Commission (POPC)
Responsible Parties: Other partners responsible for project activities under agreement with the IP	Ministry of Finance, Prime Minister's Office Regional Administration and Local Government, Vice-President's Office (Department of Environment)

Brief Description

This project will support the national efforts to reduce income poverty through promoting inclusive, sustainable and employment-enhancing growth by focusing on enhancing Tanzania's institutional capabilities for developing pro-poor growth and environmentally sustainable development policies and strategies. The project aims to strengthen existing national planning, policy making, budgeting and monitoring processes in partnership with key institutions involved in planning, budgeting and monitoring at national, sector and local levels. These include the President's Office Planning Commission, Ministry of Finance, Prime Minister's Office Regional Administration and Local Government, and the Vice President's Office, Division of Environment.

The approach will involve building on best practices from Tanzania and other countries in strengthening national capacity for integrated economic, social and environment planning at all levels including also lessons learned from the Millennium Village Project and the UNDP/UNEP Poverty and Environment Initiative. Expected key results of the project include: (i) POPC leads a national stakeholders' dialogue on evidence-based pro-poor and environmentally sustainable growth with medium-term and long-term development perspectives beyond MDG 2015 (ii) POPC formulates Public Investment Plans integrating pro-poor and environmentally sustainable activities and oversight on implementation of programmes and projects (iii) Research and analytical studies on employment-enhancing and environmentally sustainable growth and evidence-based policy management process made available to Government Directors, Permanent Secretaries and Ministers. (iv) A Centre of South-South Cooperation established to facilitate knowledge sharing on growth and development (including: gender-sensitive and environmentally sustainable strategies) (v) Enhanced capacity of POPC, MOF and PMORALG for budgeting and monitoring of Five Year Development Plan and MKUKUTA II Goals and targets on gender and environmental sustainability.

Programme Period:	2011 - 2015	Total resources required:	2,745,000
UNDAP's Action ID:	207	Total allocated resources:	2,745,000
Atlas Award ID:	61911	Regular (UNDP)	1,100,000
Start date:	March 2012	• Other:	
End Date:	June 2015	◦ One UN Fund	400,000
PAC Meeting Date:		◦ UNDP/UNEP PEI	500,000
Implementation Modality:	NIM	To Be Mobilized:	745,000
		In-kind Contributions:	

Agreed By:

Z. N. N. N. 21/3/2012
Executive Secretary Date

President's Office, Planning Commission

EXECUTIVE SECRETARY

PRESIDENT'S OFFICE,

PLANNING COMMISSION

J. N. N. N. 21/3/2012
Director Date

UNDP/UNEP Poverty and Environment Facility

J. N. N. N. 21/3/2012
Country Director, UNDP Date

Funding Agreement

UNDP, UNEP and the Implementing Partner – IP (President's Office Planning Commission) have mutually agreed to implement the Project as part of the UNDP in accordance with UNDP/UNEP's rules and regulation as well as the Government of Tanzania's norms and procedures for nationally implemented projects. UNDP, UNDP/UNEP PEI and the IP hereby understand that the project will be implemented on the basis of an estimated budget as per the cover page over 2011-2015 conditional to the mobilization of resources up to the said amount in the budget. Thus, in the event that resources mobilized do not meet the estimated budget, UNDP/UNEP and IP will review project activities with the view to prioritise activities that could maximise delivery of outcomes.

1. Project Rationale

Introduction

The global commitment to sustainable and equitable development is enshrined in the Millennium Development Goals (MDGs). Adopted by world leaders in the year 2000, and set to be achieved by 2015, the MDGs provide concrete, numerical benchmarks for tackling extreme poverty in its many dimensions. The MDGs are interlinked — progress in one goal supports progress in others, as such for the greatest impact, it is important to invest across all of the MDGs. In particular, environmental sustainability is needed both to achieve the MDGs and sustain progress. This implies the need for multi-sectoral approaches and coordination among various implementing agencies are critical in order to achieve the MDGs, other internationally agreed development goals and shape the development agenda post 2015.

UNDP and UNEP support for the achievement of the MDGs in Tanzania builds on existing country knowledge and experiences, as well as policy and planning processes as part of a comprehensive capacity development approach that promotes strong national ownership, facilitates cross-sectoral collaboration, enhances monitoring of development results and ensures participation by civil society and the private sector.

In line with its strategic plan 2008 – 2011, UNDP identifies poverty reduction and achievement of the MDGs as one of its key practices area for assisting countries in formulating, implementing and monitoring MDG-based national development strategies centred on inclusive growth. The UNDP support includes: identifying policy options, undertaking diagnostic studies, and conducting capacity build activities at local and national levels. The strategic plan also accords particularly importance to capacity development and South-South partnerships and solutions in addressing development challenges.

In Tanzania, the government has developed national strategies and plans namely: the Five-Year Development Plan (FYDP – 2011/15) and MKUKUTA II for guiding the key priority areas and implementation for achieving development results including MDGs. The project will support the government to ensure that in the course of implementation of the development frameworks some dimensions of these frameworks such as embedding MDGs i.e. scaling up public investments needed to achieve the MDGs – through Millennium Goals Acceleration Framework, analysis of trade-offs, broader dimensions of human development, enabling environment e.g. poor having access to markets, goods and services continue to be analyzed and that better solutions are found.

The analysis and findings of the UNDP 2011-2015 and CCPD shows that Tanzania will not be able to achieve the MDG 1, which has very strong linkages with other MDGs, unless there is a significant improvement in economic policy, implementation and quality of growth. In addition, human rights, social inclusion and engagement of the poor people must be at the heart of pro-poor growth policies. Of particular importance is making proactive efforts to foster women's voice, inclusion and participation in

economic decisions and activities to fulfil the right to development. During its implementation the project will strive to integrate and address human rights, gender, environment and HIV/AIDS.

Specifically on Environment, UNDP and UNEP have established a global partnership to promote the integration of environmental sustainability in national development planning processes. The UNDP/UNEP Poverty and Environment Initiative is active in ten African countries, including Tanzania and focuses on four areas: (i) Improved institutional capacity for P/E mainstreaming (planning/finance, environment & key sectors); (ii) Environment mainstreamed into sector policies, plans and implementation processes; (iii) Increased investments to address priority poverty-environment concerns; and (iv) Improved financing strategy through domestic resource mobilization and harmonized donor support. The joint UNDP/UNEP initiative, PEI has been engaged in Tanzania in integrating environmental sustainability in the National Strategy for Growth and Poverty Reduction since 2005. Many achievements were recorded under this initiative and a body of knowledge on pro-poor linkages was developed.

Achievements and lessons from Poverty-Environment Initiative

It enhanced capacity for inter-sectoral coordination and application of environment management tools for planning at local government including the implementation of strategic poverty and environment activities at community level through micro grants programme. Advocacy products prepared during programme implementation have been used widely for capacity development activities and awareness raising at all levels. In addition, significant progress in integrating environmental sustainability and socio-economic data through the Tanzania Socio Economic database and various publications and integrated analysis of poverty and environment issues. PEI initiated the process of integrating environmental sustainability in budget processes at the local level and providing critical analysis to promote national efforts at environmental fiscal reform as a tool to increase public finances for environmental management. The recently concluded economic valuation of key natural resource services provides a useful framework for follow up advocacy on the importance of linking community livelihoods to national policies on environmental protection.

Also, PEI enhanced knowledge on issues related to pastoral livelihoods to influence national policies on pastoral livelihoods as well as improved capacity for selected groups of women to produce and access markets for dryland products.

Capacity Development

The programme supported capacity development at institutional level to improve inter-sectoral coordination through regular dialogue at the Environment Working Group. The programme also supported enhanced institutional capacity and strengthened the processes related to reporting on environmental data and statistics from various sectors. In addition, the programme enhanced individual awareness, knowledge and application of environment management tools for planning such as SEA by key local government actors and civil society organisations including media organisations. Furthermore, the capacity to understand and advocate poverty and environment linkages has been improved in all implementing agencies.

Important lessons

- Realistic planning is vital for a project of this nature. Some of the activities were heavily underestimated on time and resources.
- Dialogue through a coordinated mechanism (for example, Environment Working Group) has facilitated integration of environmental issues across sectors.
- Experience from implementation of the project activities reiterated the importance of inclusion of environmental issues into the development processes.
- There is need for constant engagement with environment stakeholders at all levels in order to realize contribution of environment to poverty reduction initiatives.
- There is a need to go beyond awareness raising and support target communities, LGAs as well as participating institutions to sustain the integration of P-E issues.

- Gender issues, HIV/AIDs, employment and vulnerable groups should be addressed in relation to environment.
- There is a need to train technical officers and planners on how to use/access available environmental data for planning and decision making.

Recommendation

It was recommended that subsequent support should integrate P-E issues in the development processes. As a long term undertaking, there is need to solicit funds for further support.

This project will provide support to key national institutions, particularly the President's Office Planning Commission in Tanzania to strengthen its capacity to address the growth-poverty nexus and the gap between growth and poverty reduction. Collaborating institutions under this project include: Vice-Presidents's Office, Ministry of Finance, PMORALG, MDAs, Research/Academic and CSOs. Capacity development will thus also need to address the networking and collaboration among these institutions and the ability of the POPC to coordinate or influence action. Overall, the project summarizes development challenges, opportunities, interventions and specific activities. It lays out the key outcomes and outputs (with baseline and indicators) that the project aims to achieve for four years (2011 - 2015).

Situation analysis

Tanzanian population is projected to be 43 million in 2010, with 13 million (34 percent) living below the basic needs poverty line of approximately 40 US\$ cents per day (2007). The level of food poverty amongst the population stands at 17 percent. The country's population growth rate is 2.9 percent and is amongst the highest in the world. About half (43 percent) of the population are children, 6 million of whom are living below the basic needs poverty line and 3 million below the food poverty line.

Tanzania's rich natural resources constitute a major asset which is fundamental for growth and economic development. The underutilization of the value and potential of natural resources and environment to the economy of the country and the livelihoods of the rural population contributes to Tanzania standing as one of world's poorest countries; it currently ranks 151 of 185 countries in terms of human development. Agriculture (where the majority of the poor are working) employs about 75 percent of the labour force and supports 80 percent of the population. It also contributes to about one-quarter of the economic output (27 percent of GDP).

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

Gini Coefficient is a commonly used measure of inequality of income or wealth. HBS data suggests a stable but marginally rising inequality over the period 1991/1992 to 2007 from 0.34 to 0.35, respectively. Though this measure compares favourably with increasing inequality in Uganda and Kenya, it conceals significant regional differences. Household/individual incomes are widely varied depending on the sector of employment. On average the returns to activities of households engaged in agriculture are lower than in most other sectors. The share of the poorest quintile (20 percent of the population) has remained the same – about 7 percent between 2001 and 2007.

Regarding employment and decent work for all (including women and young people), suggests that the number of employed persons did not increase substantially despite the relatively fast increase in GDP during the period under review (1990s to-date), implying a low reduction in the rate of unemployment. Growth occurred in sectors that are relatively more capital-intensive such as mining and construction,

which is another (sectoral) dimension of inequality. The unemployment rate was about 11 percent in 2006. A breakdown of unemployment in Tanzania shows that the incidence is highly uneven across age groups and gender, being higher overall amongst the females and youth. The 2006/07 HBS results show that 98.5 percent of the economically active population is employed.

In responding to the above situation, the Government prepared the Five-Year Development Plan and MKUKUTA II, which have become the flagship programmes of the government in response to poverty eradication and promoting pro-poor growth. The MKUKUTA also expresses goals in the area of mainstreaming environmental sustainability and gender. In Tanzania, the five year development plan and long term development plan have been given additional attention and further focus on economic growth and to realize the targets set in TDV 2025. MKUKUTA II will remain the main tool for poverty eradication, while FYDP will concentrate on strategic growth aspects. Hence, there is a need to ensure that the accelerated growth envisaged through implementation of the FYDP and Long Term Plan contributes directly to a reduction in poverty and incorporates cross-cutting concerns such as environment and gender issues.

In order to facilitate the new found interest in national level planning, the POPC has been given a new mandate as the 'think-tank' of the government. Designing and monitoring the implementation of medium and long term plans are the primary task at hand of POPC, along with providing strategic advice on all national policies within the framework of these plans. Also, POPC is expected to assess the use of natural resources, analyze trends in key economic variables, analyze and propose policies, monitor day-to-day performance of various sectors, design national demographic strategies and issue guidelines on economic relations with our states and international organizations.

The FYDP, which is already formulated, and the LTP under formulation, have 'growth' as its overarching focus. There is no mechanism in place to ensure that during the implementation of these growth-oriented plans poverty reduction and environmental sustainability are not compromised. There is currently little capacity within POPC to conduct poverty impact assessment of national policies and projects and to draw on environmental impact assessments (mandate: NEMC). Survey data on trends in poverty and environmental impacts are restricted to certain specific government departments, these data are not used effectively in policy formulation primarily due to lack of capacity at institutions like POPC in handling and analyzing these data. POPC capacity is also limited with regard to leading an inclusive national dialogue on these pertinent issues. Though knowledge sharing platforms exist, they are not utilized properly to disseminate and collect ideas on relevant policy issues.

While the POPC plays the lead role in implementing and monitoring the Five-Year Development Plan, the MOF is responsible for MKUKUTA II. Based on several analytic works that informed the UNDAF and information above, the **key problem(s)** identified are about inadequate national capacity to design policies, strategies, programmes and projects with impact on poverty and that are environmentally friendly. While appropriate policies are sometimes known, there are also challenges in translating them into effective programming, or enabling policies.

In addition, during the PRS and MKUKUTA- I, there has been inadequate attention to a long-term development perspective, which is documented in a roadmap for achieving the Vision 2025. The Government and other key stakeholders in Tanzania strongly recognize that achievement of the MDGs and long-term transformational process of economic and societal development in the country depends on high rate of economic growth; inclusive, gender-sensitive and environmentally friendly economic and social policies/strategies and programmes/projects that address the needs of vulnerable and very poor people. The purpose of this project is to help the Government and POPC to identify these.

2. Project Description

Strategic considerations

See the roles and responsibilities of the responsible parties on Annex 1.

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The Government has recently reviewed its development vision 2025. While the broader outcomes and goals of these visions remain the same, new developments in the areas of climate change, governance reforms, potential new sources of growth, energy challenges and gender development have been considered in the revised version.

The significance of this project is to play a catalytic role so that government and stakeholders can develop and review policies, strategies, programmes and projects that benefit the majority poor, particularly in rural areas, and both women and youth. The Millennium Acceleration Framework (MAF) developed by national stakeholders with UNDP support will be used as best practices to add value in designing relevant and high quality policies, strategies and programmes.

The project will also draw knowledge and experiences from UNDP's well established institutional capacity in pro-poor analysis, for example, the International Poverty Centre in Brazil, the Bureau of Development Policy, the South-South Cooperation (SSC) Unit and regional offices, which are staffed with specialists in areas of poverty reduction & MDGs. In recent years, UNDP has established collaborative mechanisms with China's International Poverty Reduction Centre, and other development organizations such as AfDB. At the country level UNDP leads the Development Partners' Poverty Monitoring Group (PMG).

POPC in its earlier structure as a Ministry of Planning, Economy and Empowerment used to spearhead efforts of SSC in Tanzania. After the restructuring of POPC and other government institutions there is a visible lack of a focal point in SSC. Recently, POPC has taken initiative to establish ties with planning bodies in China, India, Brazil and South Korea. POPC has also signed an MoU with the International Poverty Reduction Centre in China. A key strategy of this project is therefore to support POPC in the establishment of a sustainable mechanism to draw on SSC for improved policies, strengthened collaboration, and mutual learning.

Long-term planning: the planning process in Tanzania (Mainland) has been revamped to take on board the long-term perspectives for sustainable development. In doing so the URT government has put on its agenda the development of the Five Year Development Plan (FYDP 2011 – 2016) and Long-term Development Plan (focusing on growth). The rationale for revisiting the socio-economic planning framework and reverting to both medium and long-term planning horizon is to move away from resource-based planning to opportunity and needs based planning to achieve desired outcomes embraced by the Vision. The shift of the socio-economic planning paradigm entails that sectoral and thematic policies and strategies have to be realigned to this new realities that they also take a medium and long-term perspectives aligned to the revised visions. In practical terms, it means that sectoral and thematic policies and strategies have to be reviewed, new targets have to be set and their implementation and monitoring frameworks have to be revised.

Key components of the project

The overall objective is to develop capabilities of key national institutions in designing and implementing pro-poor economic growth interventions and sustainable development in Tanzania. The focus areas of the project include capacities in: designing pro-poor growth policies, strategies and programmes with medium term and long-term perspectives through inclusive dialogues processes; Knowledge generation through research and in-depth analysis on employment-enhancing growth and evidence-based policy management processes; South-South Cooperation with a view of sharing knowledge in growth, poverty reduction and environmental sustainability development; and integration of gender and environmental sustainability in national development policies, strategies, budgets and monitoring systems.

The key inputs that the project will provide in the focus areas include: resources for capacity development activities, policy advice, technical expertise, access to best practices, mainstreaming of cross-cutting issues such as gender and environment concerns, and resources for establishment of a centre for South-South Cooperation.

The section below provides a summary of the expected progress (or long-term transformational results) in each of the four focus areas:

Focus area 1: Design of pro-poor growth policies, strategies and programmes with medium term and long-term impact

Progress to be made in:

- Integration of long-term development objectives in the planning and implementation for short- and medium-term results, by sequencing and strengthening the link between implementation and planning
- Strengthening the quality of dialogue on pro-poor, green development to improve dissemination and support consensus building on strategies appropriate for Tanzania beyond MDG – 2015.
- Application of existing body of knowledge and evidence in the development of Public sector investment plan(s) i.e. programme and projects with pro-poor lenses, gender-sensitive and environmental sustainability.

Focus area 2: Improved knowledge generation on pro-poor economic growth

Progress to be made in:

- Development and use knowledge-based and innovation-driven policy and decision-making processes for effective poverty eradication.
- Gender analysis and environmental impact assessment of proposed policies, and the identification of interventions with positive impact on women's economic opportunities and the management of natural resources.
- National research and in-depth analysis on employment-enhancing growth.
- Increased integration of evidence in national policy management processes.

Focus area 3: Engender South-South Cooperation with a view to knowledge sharing on growth, poverty reduction and environmental sustainability

Progress to be made in:

- Review of evidence and research from countries having overcome similar challenges.
- Objective analysis and judgments are made about what may work or not in Tanzania.
- Sustained cooperation and exchange with key institutions.

Focus area 4: Integration of environmental sustainability in national development policies, strategies, budgets and monitoring systems

Progress to be made in:

- Improving organizational capacity for integrating poverty and environment linkages in sector policies, plans and implementation processes.
- Increasing investments to address priority gender-poverty-environment concerns and improving financing strategies for domestic resource mobilization through environmental fiscal reform.
- Strengthening the use of environmental monitoring information.

Under this project, the following key outputs are expected during the period 2011 to 2015:

Focus area 1: Design of pro-poor growth policies, strategies and programmes with medium term and long-term impact

Output 1:

- *POPC leads a national stakeholders' dialogue on evidence-based pro-poor and environmentally sustainable growth with medium-term and Long-Term development perspectives beyond MDG 2015.*

Output 2:

- *POPC formulates Public investment plans, integrating pro-poor and environmentally sustainable activities and oversight on implementation of programmes and projects.*

Focus area 2: Improved knowledge generation on pro-poor economic growth

Output 3:

- *Research and analytical studies on employment-enhancing and environmentally sustainable growth and evidence-based policy management process made available to Government Directors, Permanent Secretaries and Ministers*

Focus area 3: Engendered South-South Cooperation with a view to knowledge sharing on growth, poverty reduction and environmental sustainability.

Output 4:

- *A Centre for coordinating South-South Cooperation established to facilitate knowledge sharing on growth and development (including: gender-sensitive and environmentally sustainable strategies).*

Focus area 4: Integration of environmental sustainability in national development policies, strategies, budgets and monitoring systems.

Output 5:

- *Enhanced capacity of POPC, MOF and PMORALG for budgeting and monitoring of Five Year Development Plan and MKUKUTA II Goals and targets on gender and environmental sustainability.*

The activities to be undertaken over the period include:

Activities under Output 1: (POPC leads a national stakeholders' dialogue on evidence-based pro-poor and environmentally sustainable growth with medium-term and Long-Term development perspective beyond MDG 2015):

- Capacity needs assessment for POPC in leading and coordinating dialogue.
 - i. POPC proactively scans its internal and external environments in light of its new mandates to improve its processes, products and strategies:
 - ✓ Clearly identify the organization's vision and mission with respect to the Development Goals under its new mandate;
 - ✓ Improve mechanisms for reaching out to external stakeholders to describe the organizational goals for clearly identifying its institutional position within the national policy development framework.
- Develop a response on needs assessment and provide assistance for implementation of the designed response, including:
 - i. Institutional arrangements;
 - ii. Supportiveness of stakeholders;
 - iii. Adaptability in anticipating and responding to change;
 - iv. Leadership, Human and Financial resources;
 - v. Learning plan incorporating learning outcomes.
- POPC Strategic Plan finalized incorporating Knowledge Management & Networking Strategy.
- Develop and implement a communication strategy targeting policy and decision makers, private sector and civil society with key messages on environmental sustainability, growth and poverty reduction.
- Support consultations/dialogue with national actors including sectors, academic and research institutions, civil society, private sector and development partners to provide inputs to Post – 2015 (MDG) Global Development Agenda and national plans for development.
- Mainstream cross-cutting considerations in dialogue, and products such as LTDP and FYDP:
 - i. Provide technical assistance to integrating gender and environmental sustainability in the Medium and Long Term Development Plans & associated M&E frameworks.
- Provide technical assistance and support the review of key growth sector policies, plans and budgets to align with new FYDP, Long Term Development Plan and MKUKUTA II.

Activities under Output 2: (POPC formulates Public Investment plans, integrating pro-poor and environmentally sustainable activities and oversight on implementation of programmes and projects):

Through the MDG acceleration framework the following will be undertaken:

- Rapid capacity needs assessment for POPC in formulation of Public Investment Plans and capacity to integrate Environmental sustainability.
- Coaching and mentoring in identifying, analysis and designing of Public Sector Investment Plan i.e. programmes and projects.
- Learning various tools and approaches for implementation strategies / plans.
- Technical assistance in selecting and evaluating pro-poor projects / programmes during the implementation phase of FYDP - evaluation of poverty impacts of various projects.
- Technical assistance in formulating a comprehensive 'performance-milestone' and implementation framework for FYDP and Long Term Development Plan.
- Carry out priority CD interventions including training on integrated economic, gender and environmental assessments for planning officers and M&E Training

Activities under Output 3: (Research and analytical studies on employment-enhancing and environmentally sustainable growth and evidence-based policy management process made available to Government Directors, Permanent Secretaries and Ministers.):

- Development of analytic tools and frameworks for national and sectoral planning e.g. Input-Output Table, DSGE models, Macro Modelling, Sector-Specific forecasting models, etc.
 - Undertaking studies on micro-data analysis using survey data such as HBS, NPS, Census, ILFS for poverty and employment-enhancing growth and ensuring such micro-level data is used in policy formulation process; Training and learning about poverty/welfare measurement (e.g. indices: HDI, Watts Index);
 - Organizing / supporting applied research for knowledge building, policy analysis and advocacy.
 - Capacity assessment and strengthening knowledge sharing mechanism / platforms (TAKNET & TZonline).
 - Support selected activities of UDSM / Mwalimu Nyerere chair (Economic Analysis).
 - Disseminate key messages in promoting human development.
 - Develop and disseminate key publications to decision makers, private sector and civil society on environmental sustainability, growth and poverty reduction in Tanzania
- **Activities under Output 4** (A Centre of South-South Cooperation established to facilitate knowledge sharing on growth and development including: gender-sensitive and environmentally sustainable strategies).
- Undertake a diagnostic study on SSC landscape and profile in Tanzania and produce an action plan to guide and enhance future SSC initiatives, incorporating recommendations and evidence based on 'best practices' of SSC.
 - Purchase and install Video-conference equipments at POPC.
 - Modernizing POPC library and make it knowledge repository.
 - Review Knowledge Management practices i.e. existence of formal structures and processes that support organizational learning; use of organizational knowledge repositories, platforms for learning by participating in communities of practices.
 - Facilitate SSC on poverty reduction through sharing of knowledge, information and experiences i.e. participation in global and regional meetings, twinning assignments, workshops and other platforms.
 - Review / produce country/regional level research papers/reports and share country experiences with a wider community including at the regional level:
 - Provide technical support to AfDB in preparing the CPIA and Tanzania country report for the African Economic Outlook (AEO).
 - Launch of AEO nationally and hold public debate in examining the report from Tanzania's point of view among national scholars and practitioners.
 - Prepare and disseminate media briefs/kits to bring key messages to the public at large including policy makers.
 - Conduct Time-bound, online moderated discussions on TAKNET regarding the AEO findings on theme of the report, from the Tanzanian perspective.
- **Activities under Output 5:** (Enhanced capacity of POPC, MOF and PMORALG for budgeting and monitoring of MKUKUTA II and FYDP Goals and targets on gender and environmental sustainability):
- Coordinate policy dialogue on inclusion of environmental sustainability targets in national budget guidelines and environmental fiscal reform.
 - Avail resources and technical inputs to Public Environment Expenditure Reviews at national and sectors levels.
 - Support engendering of budget guidelines and gender-based budgeting.
 - Develop and include gender-based indicators in FYDP & LDP monitoring systems.
 - Establish institutional coordination for reporting of PE Indicators in FYDP & MKUKUTA monitoring systems.

Project Implementation Strategy

The project will be implemented within the framework of national systems and processes for planning, budgeting, monitoring, reporting and engage a range of stakeholders to achieve the outputs. President's Office Planning Commission, as the lead implementer of this project, will make use of its new found mandate as the national think-tank responsible for the strategic medium and long-term planning of the economy. It will build up on its linkages with other planning institutions in countries such as China, Brazil, Malaysia and Vietnam. POPC will effectively coordinate the activities of other responsible parties within government such as the Ministry of Finance and the VPO-Department of Environment. POPC will also engage the national research and academic institutions among them COSTECH, REPOA, ESRE, UDSM, etc, with a view of enhancing national capacity beyond government.

In the context of delivering as one UN, UNDP will work closely with the UNDP/UNEP Poverty and Environment Initiative other UN agencies through UNDP's Economic Growth Program Working Group. The project will benefit (synergies) from other projects, for example, the policy coherence project, which will review the processes and systems for policy-making and monitoring will have a significant contribution to inclusive (pro-poor) growth and environmental sustainability. In addition, the project will seek information and share knowledge with the other Development Partners namely: the Growth Centre, World Bank, DFID, IMF, JICA, and in particular Cluster I of MKUKUTA II. UNDP through the project will assist POPC to draw knowledge from its global knowledge networks, Regional Centres in South-Africa and Thailand. And contacts will be made with advisory poverty-reduction think-tanks / centres established in Brazil and China.

The national implementation modality will be utilized for this project. Cross-cutting issues namely: gender, HIV/AIDS, environment and climate change will be integrated into activities through analysis of activities and their implications on these cross-cutting issues. For example, consultations will be done by ensuring that women and men representation is taken into account, and that gender concerns related to pro-poor are discussed. The terms of reference of various studies will include focus on gender, environment, etc.

Partnership strategy & Resource Mobilization

To deliver its services, the project will ensure collaboration among UN agencies on pro-poor growth. The complimentary work among the other UN agencies, particularly UNEP, ILO, FAO and UNIDO is elaborated in the UNDP. In addition, the project will engage government's ministries and departments, civil society organizations, and private sector in implementation of the interventions.

Funding for this project will come from UNDP and UNEP core resources with supplement from the UN's One Fund. The resource mobilization on additional fund will be pursued during the implementation of the project. The steps for building the resources will include communication and marketing of the project to development partners and other stakeholders. POPC and UNDP will mount a resource mobilization effort if such an opportunity avails.

3. Multi Year Results and Resources Framework

UNDP Outcome: Key national institutions develop / enhance evidence-based pro-poor economic development policies and strategies					
Expected UNDP Output: Select national policies incorporate strategies for enhancing job-rich dividends and poverty reduction					
Key Results (UNDP Strategic Plan):					
UNDP Key Actions: (1.1) TA and share best practices (including Millennium Villages) in the drafting of policies and strategies with a pro-poor bias, such as a long-term growth plan (1.6) National policies, strategies, budgets and monitoring systems integrate environmental sustainability					
Project ID/ Title: 79012/Policy support for Mainland					
Intended Outputs	Indicative Activities	Output Targets (Years)	Responsible Party	Inputs and Budget	
Output 1: POPC leads a national stakeholders' dialogue on evidence-based pro-poor and environmentally sustainable growth with medium-term and long-term development perspectives beyond MDG 2015. Baseline: Vision 2025 in place, Development of Long Term Development Plan has commenced 2011. [MKUKUITA II contains specific targets and indicators on environmental sustainability and climate change Sector policies and plans in place with varying degree of integration of environmental sustainability]. EMA gradually institutionalized to productive sectors (Agriculture, Industry/Trade, and Tourism). Targets: (i) LTDP and M&E system endorsed and applied (ii) Long Term Development Plan and M&E includes environmental sustainability targets & PE indicators; (iii) Selected growth sector plans & budgets integrate environmental sustainability & PE indicators	1.1. Capacity needs assessment for POPC in leading and coordinating dialogue.	Targets (Year 1) - Capacity assessment completed	POPC	Year 1: Consultants, working sessions USD 15,000	
	1.2. Capacity development plan developed and implemented	Targets (Year 1) - Capacity development response plan initiated and completed. Targets (Year 2) - capacity development plan implemented	POPC	Year 1: Consultants, workshops USD 15,000 Year 2: Consultants, workshops USD 25,000	
	1.3. POPC Strategic Plan finalized incorporating Knowledge Management & Networking Strategy.	Targets (Year 1) - POPC strategic plan finalised incorporating Knowledge Management.	POPC	Year 1: Consultants, working sessions USD 15,000	
	1.4. Develop and implement a communication strategy targeting policy and decision makers, private sector and civil society with key messages on environmental sustainability, growth and poverty reduction.	Targets (Year 1) - Environmental sustainability, gender and growth communication strategy developed Target (Year 2) - Environmental sustainability, gender and growth communication strategy implemented Target (Year 3) - Environmental sustainability, gender and growth communication strategy implemented	POPC & VPO	Year 1: Consultants, meetings, communication materials USD: 20,000 Year 2: Consultants, meetings, communication materials USD 30,000 Year 3: Consultants, meetings, communication materials USD 30,000	
	1.5. Support consultations/dialogue with national actors, including sectors, academic and research institutions, civil society, private sector and development partners to provide inputs to Post – 2015 Global Development Agenda and national plans development.	Targets (Year 1) - 1 consultative dialogues Post 2015 Global Development Agenda and National development. Targets (Year 2) - 1 consultative dialogue on pro-poor, gender and environmentally sustainable growth and LTDP M&E	POPC	Year 1: Consultants, meetings, communication materials USD: 60,000 Year 2: Consultants, meetings, communication materials USD 30,000	

Indicators: Level of inclusion of PE targets and indicators in LTP, Sector Plans & Budget		Target (Year 3) - 1 consultative dialogue on pro-poor, gender and environmentally sustainable growth and LTDP M&E held Target (Year 4) - 1 consultative dialogue on pro-poor, gender and environmentally sustainable growth and LTDP M&E held	POPC	Year 3: Consultants, meetings, communication materials USD 30,000 Year 4: Consultants, meetings, communication materials USD 30,000
Output 2: POPC formulates Public Investment plans, integrating pro-poor and environmentally sustainable activities and oversight on implementation of programmes and projects Baseline: Draft Public Sector Investment Plan (MPP), FYDP & MKUKUTA II Targets: Trade, Agriculture, and Tourism programmes are reviewed from a pro-poor perspective Indicators: Investment programmes include analysis of impact to poor and vulnerable groups.	1.6. Provide technical assistance to integrating gender and environmental sustainability in the Medium and Long Term Development Plans & associated M&E frameworks.	Targets (Year 1) - review of MTP, LTDP and M&E framework from a gender perspective carried out	POPC	Year 2: Consultants, meetings USD 30,000
	1.7. Provide technical assistance and support the review of key growth sector policies, plans and budgets to align with new FYDP, Long Term Development Plan and MKUKUTA II.	Targets (Year 2) - 1 sector plan (e.g. agriculture, industry, trade) integrates gender-environmental sustainability objectives Targets (Year 3) - 1 sector plan (e.g. agriculture, industry, trade) integrates gender-environmental sustainability objectives Targets (Year 4) - 1 sector plan (e.g. agriculture, industry, trade) integrates gender-environmental sustainability objectives	POPC	Year 2: Consultants, working sessions USD 50,000 Year 3: Consultants, working sessions USD 50,000 Year 4: Consultants, working sessions USD 50,000
	2.1. Capacity needs assessment for POPC to identify, formulate and evaluate Public Investment Plan; capacity to integrate pro-poor, gender and Environmental sustainability actions / activities.	Targets (Year 1) - Capacity needs assessment completed	POPC	Year 1: Consultants, meetings, working sessions, travel USD 10,000
	2.2. Coaching and mentoring in identifying, analysis and designing of Public Sector Investment Plan i.e. programmes and projects.	Targets (Year 2) - All key planning officers coached on programmes and project formulation with gender and environment angles.	POPC	Year 2: Consultants, working sessions USD 20,000
	2.3. Training on tools and approaches for implementation strategies / plans.	Targets (Year 2) - All planning officers trained	POPC	Year 2: Consultants, working sessions USD 20,000
	2.4. Technical assistance in selecting, and evaluating pro-poor projects / programmes during the implementation phase of FYDP - evaluation of poverty impacts of various projects.	Targets (Year 1) - Project list/profiles developed Targets (Year 2) - 10 Projects selected and evaluated on gender-poverty-environment impact Targets (Year 3) - 10 Projects selected and evaluated on	POPC	Year 1: Consultants/POPC & meetings of MDAs: USD 12,000 Year 2: consultants, meetings: USD 35,000 Year 3: Consultants, meetings: USD 35,000

See the roles and responsibilities of the responsible parties on Annex 1.

Output 3: Research and analytical studies on employment-enhancing and environmentally sustainable growth and evidence-based policy management process made available to Government Directors, Permanent Secretaries and Ministers. Baseline: Key Govt. Staff have inadequate information and knowledge in poverty reduction, and employment-enhancing growth with environmental sustainability, low Human Development. Targets: Improved quality of policies, and programmes in key productive sectors and dialogue with key Govt officials. Indicators: Feedback reports, documentation available through TAKNET / Tzonline; # and quality of Research Papers, media briefs produced by UDSM / Nyerere chair;	2.5. Technical assistance in formulating a comprehensive 'performance-milestone' and implementation framework for FYDP and Long Term Development Plan	- gender-poverty-environment impact - Targets (Year 4) - 15 Projects selected and evaluated on gender-poverty-environment impact - Targets (Year 1) - Performance milestone framework completed.	POPC	Year 1: Consultants, working sessions. USD 25,000.
	2.6. Carry out priority capacity development interventions including training on integrated economic, gender and environmental assessments for planning officers and M&E Training	- Targets (Year 2) - Three Training sessions on integrated assessments tools for planning carried out - Targets (Year 3) - Three Training sessions on integrated assessments tools for planning carried out - Targets (Year 4) - Three Training sessions on integrated assessments tools for planning carried out	POPC	Year 2: Consultants, training sessions, training material USD 60,000 Year 3: Consultants, training sessions, training material USD 60,000 Year 4: Consultants, training sessions, training materials USD 60,000
	3.1. Development of analytic tools and frameworks for national and sectoral planning e.g. Input-Output Table, DSGE /CGE models, Macro Modelling, Sector-Specific forecasting models, etc.	- Targets (Year 1) - Concept notes for developing analytic tools and frameworks for planning prepared - Targets (Year 2) - Analytic tools and framework for planning completed used by Govt. officials	POPC	Year 1: Consultants, working sessions USD 15,000 Year 2: Consultants, working sessions USD 90,000
	3.2. Analytic studies on micro-data analysis using survey data such as HBS, NPS, Census, ILS for poverty and employment analysis; Training and learning about poverty/welfare measurement at outcome level (e.g. indices: HDI, Watts Index;	- Targets (Year 1) - Needs assessment undertaken - Targets (Year 2) - UNDP Training Modules revisited and adopted. - Key policy messages from analytic studies shared with Govt officials. - Targets (Year 3) - Training of key staff & share findings of the studies with key Govt officials - Targets (Year 4) - Dialogue with key stakeholders including Govt. Officials (directors, PSs)	POPC	Year 1: Consultants, working sessions USD 25,000 Year 2: consultants, working sessions, conference/training packages USD 75,000 Year 3: consultants, conference/training packages USD 35,000 Year 4: consultants, conference/training packages USD 35,000
	3.3. Support collaborative applied research for knowledge building, policy analysis and advocacy, including drawing on existing local knowledge and research	- Targets (Year 1) - Desk assessment on the situation and available information - Targets (Year 2) - Two research/analytic work undertaken - Targets (Year 3)	POPC	Year 1: (consultants & conference packages) USD 8,000 Year 2: Travel cost, DSA, etc USD 35,000 Year 3: Travel cost, DSA, etc USD 35,000

See the roles and responsibilities of the responsible parties on Annex 1.

quality & effectiveness of policy dialogues and conferences.				
				Year 4: Travel cost, DSA, etc: USD 15,000
3.4. Capacity assessment and strengthening knowledge sharing mechanism / platforms under ESRF (TAKNET & Tzonline).	- Two research/analytic work undertaken Targets (year 4) - One research / study Targets (year 1) - CD assets and needs assessment Targets (year 2) - Strengthening platforms Targets (year 3) - Operational cost of platforms Targets (year 4) - Exit strategy developed	POPC	Year 1: (consultants & conference packages) USD 15,000 Year 2: Travel cost, DSA, etc USD 25,000 Year 3: Fees, running cost USD 25,000 Year 4: Fees, running cost: USD 25,000	
3.5. Support selected activities of UDSM-Economics Dept & Mwelimu Nyerere Chair (Economic Analysis).	- Identified Analytic papers and preparation initiated. - Targets (year 2) Analytic papers on economic development & sustainability completed and conference organized by Nyerere Chair. - Targets (year 3) Selected activities, Tanzania Economic Trends publication and Annual General Meeting - Targets (year 4) Selected activities, Tanzania Economic Trends publication and Annual General Meeting	POPC	Year 1: (consultants fees) USD 25,000 Year 2: consultants & conference packages USD 35,000 Year 3: Travel cost, DSA, consultants & conference packages USD 23,000 Year 4: Travel cost, DSA, consultants & conference packages USD 27,000.	
3.6. Disseminate key messages in promoting human development	- Targets (every year) Global Human Development Report launched nationally - media briefs produced and key messages are disseminated	UNDP	Year 1: Cost of HDR and launching USD 7,500 Year 2: Cost of HDR and launching USD 12,500 Year 3: Cost of HDR and launching USD 12,500 Year 4: Cost of HDR and launching USD 12,500	
3.7. Develop and disseminate key publications to decision makers, private sector and civil society on environmental sustainability, growth and poverty reduction in Tanzania	- Compile economic evidence on contribution of ENR to growth & poverty reduction (EFD/UDSM). - Using economic instruments for - Policy relevant analysis on	POPC	Year 2: Consultants, validation workshops, travel USD 30,000 Year 3: Consultants, validation workshops, travel USD 30,000 Year 4: Consultants, validation workshops, travel	

See the roles and responsibilities of the responsible parties on Annex 1.

Output 4: A Centre of South-South Cooperation established to facilitate knowledge sharing on growth and development (including: gender-sensitive and environmentally sustainable strategies). Baseline: No South-South Centre to coordinate growth issues under leadership of POPC. Targets: One centre established Indicators: Centre in place	sustainable utilization of ENR, growth and poverty reduction (EFD/UDSM) - Environmental fiscal reform undertaken (Environment for Development – EFD).	environmental sustainability, growth, and poverty reduction produced (economic instruments) Year 4: - Annual Policy relevant analysis on environmental sustainability, growth, and poverty reduction produced (environmental fiscal reform)		USD 30,000
	4.1. Undertake a diagnostic study on SSC landscape and profile in Tanzania and produce an action plan to guide and enhance future SSC initiatives, incorporating recommendations and evidence based on 'best practices' of SSC.	Targets (Year 1) - Diagnostic study and action plan completed	POPC	Year 1: Consultants, working meetings USD 30,000
	4.2. Purchase and install Video-conference equipment at POPC.	Targets (Year 2) - Video conference facility established	POPC	Year 2: video conference equipment, installation & technical support USD 50,000
	4.3. Modernize POPC library and make it knowledge repository	Targets (Year 2) - Up to date library equipment and software provided and subscriptions paid	POPC	Year 2: - software, subscriptions, equipment USD 50,000
	4.4. Review Knowledge Management practices i.e. existence of formal structures and processes that support organizational learning; use of organizational knowledge repositories, platforms for learning by participating in communities of practices.	Targets (Year 2) - Review completed	POPC	Year 2: Consultants & conference package USD 15,000
	4.5. Facilitate SSC on poverty reduction through sharing of knowledge, information and experiences i.e. participation in global and regional meetings, twinning assignments, workshops and other platforms.	Targets (Year1) - Report on assessment of needs and opportunities for SSC. Targets (Year 2) - Implementation report on SSC and One meeting attended - Twinning initiated / facilitated Targets (Year 3) - one meeting & twinning Targets (Year 4) - One workshop & twinning	POPC	Year 1: consultants & meetings USD 35,000 Year 2: Travel cost, DSA, etc USD 90,000 Year 3: Travel cost, DSA, etc USD 20,000 Year 4: Travel cost, DSA, etc USD 20,000

Output 5: Enhanced capacity of POPC, MOF and PMORALG for budgeting and monitoring of Five Year Development Plan and MKUKUTA II Goals and targets on gender and environmental sustainability. Baseline: MKUKUTA II contains specific targets and indicators on environmental sustainability and climate change. FYDP document completed Targets: Budget guidelines include environmental sustainability objectives; improved availability of PE indicators in national monitoring system; Public environment expenditure reviews institutionalised Indicators: No. PEER carried out;	4.6. Review / produce country/regional level research papers/reports and share country experiences with a wider community including at the regional level (e.g. Africa Economic Outlook) • Provide technical support to AfDB in preparing the CPA and Tanzania country report for the African Economic Outlook (AEO). • Launch of AEO nationally and hold public debate in examining the report from Tanzania's point of view among national scholars and practitioners. • Prepare and disseminate media briefs/kits to bring key messages to the public at large including policy makers. • Conduct Time-bound, online moderated discussions on TAKNET regarding the AEO findings on theme of the report, from the Tanzanian perspective.	Targets (every year) - Country/Regional level research papers reviewed and produced - Research findings, best practices and country experiences shared with country/regional policy makers and other stakeholders - Tanzania country report for the African Economic Outlook (AEO) produced - Country Policy and Institutional Assessment is prepared - AEO is launched and key messages are disseminated	UNDP	Year 1: Consultancy, conference, media, travel, DSA USD 10,000 Year 2: Consultancy, conference, media, travel, DSA USD 25,000 Year 3: Consultancy, conference, media, travel, DSA USD 25,000 Year 4: Consultancy, conference, media, travel, DSA USD 25,000
5.1. Coordinate policy dialogue on inclusion of environmental sustainability targets in national budget guidelines and environmental fiscal reform.	5.1. Coordinate policy dialogue on inclusion of environmental sustainability targets in national budget guidelines and environmental fiscal reform.	Targets (Year 1) - High level policy dialogue on inclusion: Budget Guidelines and Environmental Fiscal Reform held Targets (Year 2) - Budget call circular and fiscal policies includes environmental considerations Targets (Year 3) - Budget call circular and fiscal policies includes environmental considerations Targets (Year 4) - Budget call circular and fiscal policies includes environmental considerations	MOF	Year 1: Consultants, meetings, travel USD 30,000 Year 2: Working sessions, briefing material USD 30,000 Year 3: Working sessions, briefing material USD 30,000 Year 4: Working sessions, briefing material USD 30,000
5.2. Avail resources and technical inputs to Public Environment Expenditure Reviews at national and sectors levels (PEER for environment)	5.2. Avail resources and technical inputs to Public Environment Expenditure Reviews at national and sectors levels (PEER for environment)	Targets (Year 2) - Analytical inputs to national PER provided Targets (Year 3) - Analytical inputs to national PER provided Targets (Year 4) - Analytical inputs to national PER provided	MOF	Year 2: Consultants, working sessions, briefs USD 50,000 Year 3: Consultants, working sessions, briefs USD 50,000 Year 4: Consultants, working sessions, briefs USD 50,000

See the roles and responsibilities of the responsible parties on Annex 1.

Availability of P-E data and indicators in national systems of monitoring, budget and planning.	5.3. Support engendering of budget guidelines and gender-based budgeting	Targets (Year 1) - review of budgets guidelines from a gender perspective carried out.	MOF	Year 1: USD 20,000
	5.4. Develop and include gender-based indicators in FYDP & LDP monitoring systems	Targets (Year 2) Gender based indicators for FYDP and LDP monitoring systems development	POPC	Year 2: Consultants, working sessions USD 20,000
	5.5. Establish institutional coordination for reporting of PE indicators in FYDP & MKUKUTA monitoring systems.	Targets (Year 1) - Inter-sectoral institutional coordination meetings held on PE indicators reporting Targets (Year 2) - Inter-sectoral institutional coordination meetings held on reporting for PE indicators Targets (Year 3) - Inter-sectoral institutional coordination meetings held on reporting for PE indicators Targets (Year 4) - Inter-sectoral institutional coordination meetings held on reporting for PE indicators	MBS, MOF, PMORALG	Year 1: Working sessions, travel, DSA USD 30,000 Year 2: Working sessions, travel, DSA USD 30,000 Year 3: Working sessions, travel, DSA USD 30,000 Year 4: Working sessions, travel, DSA USD 30,000
	Project management support	Targets (Year 2 & 3) - TA service in pro-poor and environmental sustainability - Management services to the project.	POPC	Year 2: Professional services USD 150,000 Year 3: Professional services USD 150,000
		Targets (brochures, reports, meetings)	POPC	USD 60,000
		Evaluation	UNDP	USD 20,000

4. Project Annual Work Plan (Project ID: 79012)

Provides detailed activity planning and sets out what will be accomplished during one year for each output or implementing partner identified in the UNDP. The work plan must be specific to each Project ID.

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: POPC leads a national stakeholders' dialogue on evidence-based pro-poor and environmentally sustainable growth with medium-term and long-term development perspectives beyond MDG 2015.	1.1. Capacity needs assessment for POPC in leading and coordinating dialogue.			X	X	POPC	UNDP	Consultants, workshops	15,000
	1.2. Capacity development plan developed and implementation developed.			X	X	POPC	UNDP	Consultants, workshops	15,000
	1.3. POPC Strategic Plan finalized incorporating Knowledge Management & Networking Strategy.			X		POPC	UNDP	Consultants, workshops	15,000
	1.4. Develop and implement a communication strategy targeting policy and decision makers, private sector and civil society with key messages on environmental sustainability, growth and poverty reduction.			X	X	POPC/PEO	PEI/UNDP	Consultants, workshops, communication materials	20,000
Baseline: Vision 2025 in place, Development of Long Term Development Plan has commenced 2011. Targets: (i) LTDP and M&E system endorsed and applied (ii) Long Term Development Plan and M&E includes environmental sustainability targets & PE indicators; (iii) Selected growth sector plans & budgets integrate environmental sustainability & PE indicators Indicators: Level of inclusion of PE targets and indicators in LTP, Sector Plans & Budget:	1.5. Support consultations/dialogue with national actors including sectors, academic and research institutions, civil society, private sector and development partners to provide inputs to Post 2015 Global Development Agenda and national development plans.			X	X	POPC, ESIF, REPOA	PEI/UNDP	Consultants, meetings, materials	60,000
	Output 2: POPC formulates Public investment plans, integrating pro-poor and environmentally sustainable activities and oversight on implementation of programmes and projects			X	X	POPC	UNDP/PEI	Consultants, Workshops	10,000

See the roles and responsibilities of the responsible parties on Annex 1.

Baseline: Draft Public Sector Investment Plan (MPP), FYDP & MKUKUT II Targets: Trade, Agriculture, and Tourism programmes are reviewed from a pro-poor perspective. Indicators: Investment programmes include analysis of impact to poor and vulnerable groups.	2.2. Technical assistance in selecting and evaluating pro-poor projects / programmes during the implementation phase of FYDP - evaluation of poverty impacts of various projects.		X	X	POPC	UNDP	Consultants, workshops	12,000
	2.3. Technical assistance in formulating a comprehensive 'performance-milestone' and implementation framework for FYDP and Long Term Development Plan		X	X	POPC	UNDP	Consultants, workshops	25,000
Output 3: Enhanced capacity of POPC, Key Academic and Research Institutions in undertaking research and analytical studies on employment-enhancing growth and evidence-based policy management process. Baseline: Key staff in MOFEA, UDSM and REPOA & ESRF pro-poor growth knowledgeable. Ad-hoc meetings on pro-poor, low Human Development, Targets: At least 80 key staff in PC, MDAs & academicians are imparted with pro-poor knowledge & skills, Regular / Annual dialogue Indicators: Number of trainees, Feedback reports, documentation available through TAKNET / Tzonline, # and quality of Research Papers, media briefs produced by UDSM / Nwerere chair, quality & effectiveness of policy dialogues and	3.1. Development of analytic tools and frameworks for national and sectoral planning e.g. Input-Output Table, DSGE/CGE models, Macro Modelling, Sector-Specific forecasting models, etc.		X	X	POPC	UNDP	Consultants, workshops	15,000
	3.2. Training and learning about poverty/welfare measurement (e.g. indices: HDI, Watts Index); undertaking micro-data analysis using survey data such as HBS, NPS, Census, IIFS for poverty and employment analysis;		X	X	POPC	UNDP	Consultants, training	25,000
	3.3. Support to applied research for knowledge building, policy analysis and advocacy.		X	X	POPC	UNDP	consultants	8,000
	3.4. Capacity assessment and strengthening knowledge sharing mechanism / platforms (TAKNET & Tzonline).		X	X	POPC	UNDP	Consultants	15,000

See the roles and responsibilities of the responsible parties on Annex 1.

conferences. Output 4: A Centre of South-South Cooperation established to facilitate knowledge sharing on growth and development (including gender-sensitive and environmentally sustainable strategies). Baseline: No South-South Centre to coordinate growth issues under leadership of POPC. Targets: One centre established Indicators: Centre in place	3.5. Support selected activities of UDSM / Mwalimu Nyerere chair (Economic Analysis)			X	X	POPC	UNDP	Consultants	25,000
	3.6. Disseminate key messages in promoting human development			X	X	UNDP	UNDP	HDR messages	7,500
	4.1. Undertake a diagnostic study on SSC landscape and profile in Tanzania			X	X	POPC	UNDP	Consultants, meetings	30,000
	4.2. Facilitate SSC on poverty reduction through sharing of knowledge, information and experiences i.e. participation in global and regional meetings, twinning assignments, workshops and other platforms.			X	X	POPC	UNDP	Consultants, meetings	35,000
	4.3. Review / produce country/regional level research papers/reports and share country experiences with a wider community including at the regional level (e.g. Africa Economic Outlook)			X	X	UNDP	UNDP	Consultants, conference, media, travel, DSA	10,000
Output 5: Enhanced capacity of POPC, MOF and PMORALG for budgeting and monitoring of Five Year Development Plan and MKUKUTA II Goals and targets on gender and environmental sustainability. Baseline: MKUKUTA II contains specific targets and indicators on environmental sustainability and climate change. FYDP document	5.1. Coordinate policy dialogue on inclusion of environmental sustainability targets in national budget, guidelines and environmental fiscal reform.			X	X	MOF	PEI	Consultants, meetings, travel	30,000
	5.2. Avail resources and technical inputs to Public Environment Expenditure Reviews at national and sectors levels.			X	X	MOF, PMORALG	PEI	Consultants, meetings, briefs	50,000

See the roles and responsibilities of the responsible parties on Annex I.

completed	5.3. Support engendering of budget guidelines and gender-based budgeting			X	X	MOF	PEI	Consultants, working sessions	20,000
Targets: Budget guidelines include environmental sustainability objectives; Improved availability of PE indicators in national monitoring system; Public environment expenditure reviews institutionalised	5.4. Establish institutional coordination for reporting of PE indicators in FYDP & MUKUTA monitoring systems.			X	X	NBS, MOF, PMCBALG	PEI	Consultants, working sessions, travel	30,000
Indicators: No. PEER carried out; Availability of P-E data and indicators in national systems of monitoring, budget and planning.	- Project Communication; Undertake monitoring visits / travel expenses - Annual project reports; Project Communication; ATLAS, Travel, Audit, evaluation (review)				X	PCPC	UNDP	DSA, meetings, travel, communication	4,000
Project management support					X	UNDP	UNDP / UNEP	Travel, meetings	1,000
TOTAL									477,500

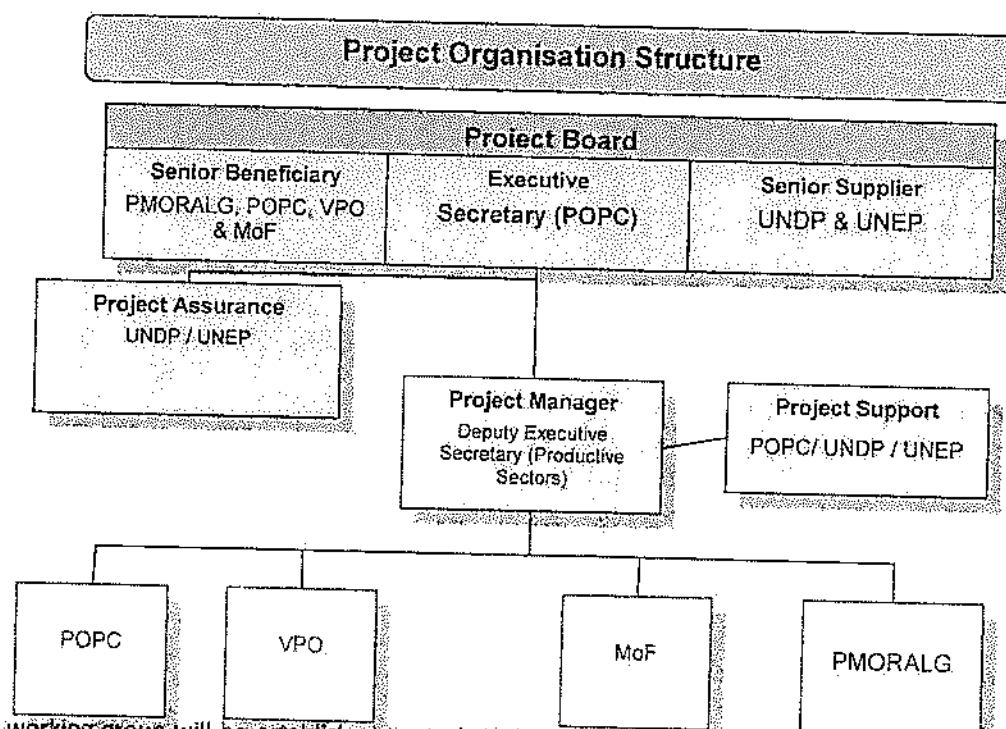
See the roles and responsibilities of the responsible parties on Annex 1.

4 Management Arrangement (See also Annex 1 for detailed roles & responsibilities)

The Planning Commission will be the Implementing Partner with the PMORALG, VPO, and MoF as inter-government partners (responsible parties), in close collaboration and consultation with UNDP, UNEP and other key stakeholders. The achievement of results and monitoring of progress is the duty of the Executive Secretary of Planning Commission, who is also the Chair of the Project Board. The Planning Commission will appoint a Government official (Deputy Executive Secretary – Productive Sectors Cluster) to perform the functions of Project Manager (see Annex 1), within the Planning Commission for the day to day management and monitoring of the project and communication with UNDP. UNDP will provide technical support and facilitate procurement of services as needed and requested by the implementing partners. UNDP will also provide advisory support to the activities in the work plan to meet needs of the implementing partners including support to develop Terms of Reference (TORs).

The project will be implemented through the NEX/National Implementation Modality (NIM) using existing national systems for project implementation supported by UNDP/UNEP programme staff. The President's Office Planning Commission will be responsible and accountable for managing the project including monitoring, efficient and effective use of the resource available by UNDP and UNDP/UNEP PEI. The IP is fully responsible in implementation of the project and ensuring day-to-day activities are undertaken in accordance with the work plan. The IP will utilize the FACE and HACT mechanisms and provide at the end of each quarter both the financial report and physical report. In the case of Government procurement, Government procurement rules apply, while UNDP rules will apply in the case of Country Office support to NEX.

A Project Board meeting will be convened at least twice a year to review progress and recommend adjustments to actions. Quarterly reports will be produced and shared with the members of the Board for information. Changes within the stipulated budget of an output will not require convening of the Project Board. However, changes across outputs (the outputs represent also deliverables of different institutions) the Project Board will be required to approve it. Overall, the project management structure will include POPC, VPO, MoF, PMORALG, UNEP and UNDP, in addition to other stakeholders that the Board or its Chair can identify. The Executive Secretary of POPC will be the chairperson of the Project Board. See below:



A working group will be established towards management of project activities on a day-to-day basis, the working group will meet on a weekly basis at POPC. Each responsible party (VPO DoE, MoF and PMORALG)

will be represented by at least one of its staff members (the focal persons) in all working group meetings. All aspects of the project activities will be constantly monitored by the working group. The working group will be chaired by the Project manager.

AUDIT:

Where an audit of this project is required, this will be conducted in line with HACT guidelines.

PROJECT COMMUNICATION:

UNDP & UNEP will communicate with key stakeholders and the UNDP Economic Growth PWG on progress of the implementation of the key actions and achievement of outputs through regular meetings and sharing of implementation reports.

5 Monitoring Framework and Evaluation

6.1 Risk Analysis and Monitoring

No.	Risk/Issue (Describe)	Type	Impact/ probability scale 1-5	Mitigating Measures
1	The mandate of POPC and VPO, MoF & PMORALG may change.	Organization and Political	2	Project will develop tools that can be transferred in the event of change of mandate.
2	Very low funding to POPC, VPO & MoF / PMORALG	Financial and Operational	2	Advocate prioritization for adequate allocation of funds / budget for pro-poor economic growth initiatives.
3	Change in institutional leadership and staffing	Financial, Operational, Organization and Strategic	2	Discussion with IPs for prioritization of pro-poor economic growth
4	Disbursements of funds through exchequer system delays the project implementation	Financial, Operational and Organizational	3	Ensure adequate understanding of the exchequer mechanisms, timely request by IPs and timely disbursement by UNDP

6.2 Project Monitoring

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results and these will be recorded in the UNDP Resource Monitoring System (RMS) tool.

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change. For consistency, the risk and issues log will be harmonized with the data input into the UNDAP RMS.
- Based on the above information recorded in Atlas and in the UNDAP RMS tool, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project. The lessons learned report will also form a critical input during a terminal evaluation of the project.
- Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. In addition, there will normally be an annual review of progress at the sectoral working group level of which the project contributes within the UNDAP framework. This will take place at the UNDAP outcome level. The annual review report will therefore be used as the specific input into the sectoral working group review to which the project award contributes.

Mid-term Evaluation

During the project implementation a mid-term review shall be conducted to evaluate the performance of the project and appraise the project impact. Based on the mid-term evaluation any necessary modifications will be proposed and incorporated to the project action plan after approval of the project board. An independent consultant will be entrusted for this task.

6 Legal Context

This document together with the CCPD and UNDAP signed by the Government and UNDP 30th day of May 1978 which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all UNDAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEXES

Annex 1: The roles and responsibilities and TOR for any required personnel.

Project manager

- Plan the activities of the project and monitor progress against the approved work-plan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard (MS Word template)
- Perform regular progress reporting to the project board as agreed to with the board;
- Prepare the annual review report, and submit the report to the project board and the outcome group;
- Prepare the annual work plan for the following year, as well as quarterly plans if required;
- Update the Atlas Project Management module if external access is made available.

Project board

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

UNDP project assurance

- Ensure that funds are made available to the project;
- Ensure the project is making progress towards intended outputs;
- Perform regular monitoring activities, such as periodic monitoring visits and "spot checks";
- Ensure that resources entrusted to UNDP are utilized appropriately;
- Ensure that critical project information is monitored and updated in Atlas;
- Ensure that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the project board;
- Ensure that risks are properly managed, and that the risk log in Atlas is regularly updated;

Project support

- Set up and maintain project files;
- Collect project related information data;
- Assist the project manager in updating project plans;
- Administer project board meetings;
- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports;
- Assist in the financial management tasks under the responsibility of the project manager;

- Provide support in the use of Atlas for monitoring and reporting;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

UNDP programme manager (UNDP resident representative or delegated authority):

- Ensure that resources entrusted to UNDP are utilized appropriately;
- Ensure that the project is making progress towards intended outputs;
- Ensure national ownership, ongoing stakeholder engagement and sustainability;
- Ensure that the project's outputs contribute to intended country programme outcomes;
- Ensure that key results and issues pertaining to project performance are fed into the outcome and programme level monitoring;
- Approve budget for the first year in Atlas;
- Approve and sign the annual work plan for the following year.

Implementing partner (authorized personnel with delegated authority):

- Approve and sign the annual work plan for the following year;
- Approve and sign the Combined Delivery Report (CDR) at the end of the year;
- Sign the Financial Report or the Funding Authorization and Certificate of Expenditures (FACE).

Agreements: Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs¹ (where the NGO is designated as the "executing entity") should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached.

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

¹ For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.