



Empowered lives.
Resilient nations.

PROJECT DOCUMENT
Tanzania Country Office

Project Title: Legislative Support Project (LSP) II

Project Number: 00099425

Implementing Partner: National Assembly of Tanzania

Start Date: 01 January 2017 **End Date:** 31 December 2021 **PAC Meeting date:** 13 Dec 2016

Brief Description

UNDP has been supporting the National Assembly (NA) of Tanzania for more than a decade, but, in particular, has developed a strong and trusted relationship with the NA in the past five years as it implemented the Legislatures Support Project (LSP). The LSP provided a broad range of support, including capacity building of staff and MPs and a significant transfer of knowledge as well as supported the NA to reform rules and processes as identified by the NA. However, there is still much to be done if the NA is to meet regional and international standards that have been established for democratic parliaments. Not least amongst these is the limited engagement of the citizens of Tanzania in the work of the NA. This goes beyond outreach to include the active engagement and seeking of input from civil society, community-based organisations and the general public. In addition, though the NA has recently increased its capacity for review of the annual national budget, there is a need to further institutionalize this and the same cannot be said for the NA initiation, analysis, debate and mark-up of bills.

UNDP project will support the NA to be more effective, transparent and inclusive in fulfilling its Constitutional mandate and operating in accordance with international good practices for democratically functioning parliaments, through 1) Increased capacity of parliamentary committees to scrutinise Bills, oversee government and engage citizens; 2) More effective NA scrutiny and oversight of government, activities, budget and expenditure; 3) Strengthened functions and capacity for representing the interests of citizens in the NA; 4) NA supported to more effectively engage in strategic leadership, transparency and external engagement. 5) Gender is mainstreamed in all functions of the National Assembly

LSP II will rely on a small, professional group of international and national staff to continue to strengthen the capacity of the National Assembly to fulfil legislative, oversight and representational functions stipulated by Constitution of the Republic of Tanzania. The project will build on UNDPs relationship with the NA to support the implementation of the project objectives and activities. In addition, the project will use a variety of capacity development tools – going beyond the traditional use of training sessions to include attachments, peer-to-peer exchanges, coaching, mentoring and piloting – to test best practices within the context of the NA and Tanzania. This will include the use of national and international short-term technical experts to provide daily, hands-on support and advice to key actors within the NA. Based on the piloted processes, the project will advocate for any necessary adjustments to ensure the practices reflect the context of the country and are institutionalised and replicated.

Total resources required:	12,765,600	
Total resources allocated:	UNDP TRAC:	US\$ 3 000 000
	Donor:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

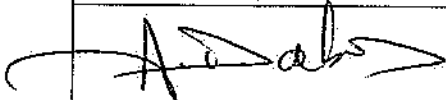
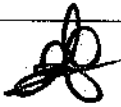
Contributing Outcome (UNDAP II /CPD OUTCOME): National governance is more effective, transparent, accountable and inclusive

Indicative Output(s):

CPD Output 1: Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation

CPD Output 5: Women have enhanced capacities to participate in electoral and decision-making processes at all levels.

Agreed by (signatures):

UNDP	Implementing Partner
 Ms. Awa Dabo UNDP Country Director	 Dr. Thomas Kashililah Clerk National Assembly
Date: 2 February 2017	Date: 6 February 2017

List of Acronyms Used in Project Document

ACT	Alliance for Change and Transparency
ADC	Alliance for Democratic Change
AFP	Alliance for Tanzanian Farmers Party
APNAC	African Parliamentarians Network Against Corruption
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
CEDAW	Convention of the Elimination of all forms of Discrimination Against Women
CHADEMA	Chama cha Demokrasia na Maendeleo
CSOs	Civil Society Organisations
CTA	Chief Technical Adviser
CUF	Civic United Front
IT	Information Technology
LSP	Legislative Support Project
LTTE	Long-term Technical Expert
M&E	Monitoring and Evaluation
MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umasikini Tanzania
MPs	Members of Parliament
NA	National Assembly
NPC	National Project Coordinator
NLP	National League for Democracy
PWD	Persons with Disabilities
SPs	Strategic Plans
STTEs	Short-term Technical Experts
TADEA	Tanzania Democratic Alliance
TAPAFE	Tanzania Parliamentary Friends of Environment
TWPG	Tanzanian Women's Parliamentary Group
TYPG	Tanzanian Young Parliamentarians Group
UN	United Nations
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment for Women

I. DEVELOPMENT CHALLENGE

The United Republic of Tanzania has recorded substantial progress in democratic governance as demonstrated by a transition to a multiparty system in the mid-1990s, and multiparty elections which have been conducted every five years since then, the last of which was held on the 25th of October 2015. Tanzania is in 2015 ranked in the top half of the of African countries on overall governance, according to Ibrahim Index of African Governance, although its performance has been sliding back since 2011, showing a negative trend particularly in the participation & human rights category¹. Similarly, 72% of Tanzanians trust their Members of Parliament somewhat or a lot, according to the Afrobarometer, which is among the highest rates in Africa, though this also reflects a 16 percentage point decrease in trust since 2005, also among the highest decreases in Africa for the period². In 2014, according to Afrobarometer, 60% approved or strongly approved of MPs performance, while 39% disapproved or strongly disapproved³. Tanzania continues to progress with regards to key human and economic development objectives. However, impressive average annual GDP growth rate of 7% has not result in commensurate poverty reduction and poverty is still entrenched, especially in some rural areas⁴⁵.

The Government of Tanzania passed its National Five Year Development Plan 2016/2017-2020/2021 through the National Assembly of Tanzania (NA) in June 2016⁶. In line with other planning documents such as Tanzania Vision 2025, note the importance of enhanced equity, democracy and political and social tolerance to further human and economic development in the country. It emphasizes that deepening of democracy and participation will be accelerated, among other actions, by promoting domestic accountability and enhancing institutional and human resource capacity of all three pillars of the state for proper execution of their respective functions⁷. This is well aligned with international and regional obligations and commitments, including but not limited to, the rights to take part in the conduct of public affairs⁸; CEDAW that guarantees women's equal participation in political and public life⁹, Sustainable Development Goal 16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels¹⁰; SDG 5 further recognizes women's full and effective participation and equal opportunities for leadership at all levels of decision making, and Africa Union Agenda 2063 aspiration for an Africa of good governance, democracy, respect for human rights, justice and the rule of law¹¹. In addition, it is well in line with the focus of the United Nations Development Assistance Plan for Tanzania 2016-21, UNDP Strategic Plan (year?) , UN Women Strategic Plan 2017-21 and the UNDP Country Programme Document for Tanzania all highlighting the importance of parliamentary development in ensuring inclusive and effective democratic governance.

The National Assembly is the supreme legislative, oversight and representational body in Tanzania and the key accountability mechanism between the people and the government of the country. It is directly engaged in the rules that apply as part of the legal and policy framework under which development occurs and in the allocation of government funding to ensure there are resources for the effective implementation of such

¹ Ibrahim Index of African Governance (2015).

² Afrobarometer (2016), Job Performance of MPs, local councilors: Are representatives serving voters or themselves?

³ Afrobarometer (2014), Summary of Results. Afrobarometer Round 6 Survey in Tanzania 2014.

⁴ UNDP and United Republic of Tanzania (2014), Tanzania Human Development Report 2014: Economic Transformation for Human Development.

⁵ Davids and Maliti (2015), Tanzania Situation Analysis: In support of UNDP II.

⁶ Tanzania (2016), Five Year Development Plan 2016/2017-2020/2021: Nurturing Industrialization for Economic Transformation and Human Development.

⁷ Tanzania Vision 2025.

⁸ International Covenant on International Covenant on Civil and Political Rights, art. 25.

⁹ CEDAW Articles 7 and 8

¹⁰ Transforming our world: the 2030 Agenda for Sustainable Development.

¹¹ AU Agenda 2063: The Africa we want.

laws and policies. No matter the topic or issue related to the development of the country, it can be directly linked to the work of the National Assembly of Tanzania. Therefore, it is critical that the National Assembly has the capacity to fulfil its constitutional and legal mandate to make laws, oversee the implementation of expenditures and laws and does all of this by ensuring the voices of the citizens of Tanzania are reflected in its work. The practice of parliamentary democracy in Tanzania and the role of and power of the National Assembly is further strengthened in the course of the National Assembly, especially since 2005, with Corporate Strategic Plans from 2006 and 2011 playing a central strategic role in this as the 2016 Corporate Strategic Plan is expected to do. Some of the recent key improvements include that debates in Parliament are more dynamic; the oversight role of the parliament is enhanced, including in the budget process laid out in the new budget law; and that women MPs are more active and often multi-partisan under the women's caucus group TWPG when it comes to gender issues^{12,13}.

Despite these and other results, some important weaknesses and challenges remain that needs to be addressed for NA to perform its functions in a more effective, transparent, accountable and inclusive manner and contribute to sustained wellbeing of the citizens of Tanzania as identified by a Rapid Assessment Report of the Corporate Strategic Plan 2011-2016 and the most recently developed Corporate Strategic Plan 2016-2020 as well as the Evaluation of the Legislature Support Project¹⁴. The National Assembly has engaged UNDP as a partner and requested its support in the development of its capacity and that of its staff and MPs in order to carry out its mandate, meet its objectives and address identified challenges. It is through this project, developed jointly with NA and in consultation with all stakeholders, that UNDP will provide the resources and technical assistance that will support the National Assembly in meeting its internal development objectives and to play its full role in achieving the country's development goals. The project follows the support provided by UNDP through first phase of the Legislatures Support Project 2011-2016 (LSP I). The evaluation of the LSP I found that UNDP and NA have established a trusted relation, which is a critical step in not only achieving defined results but also to allow for an impactful project in support of key changes for making the NA more active in the political system of Tanzania¹⁵.

To maintain achievements and to address the following identified challenges UNDP will support the NA through this project.

High turnover of Members of Parliament hampers capacity gains

The 2015 elections – both presidential and parliamentary – were the fifth to be conducted amongst multiple parties. Since its independence in 1961, Tanzania has had just one governing political party – Chama Cha Mapinduzi (CCM). The 2015 election was the most competitive in the history of the country. The main opposition political parties Chama cha Demokrasia na Maendeleo (CHADEMA) and Civic United Front (CUF), secured 40% of the vote in the presidential election, compared to 58.5% by CCM.

There was a significant turnover of MPs from the 2010 to the 2015 elections, with the new National Assembly having 65% of its MPs as first-time MPs¹⁶. Some of this can be accounted for as a result of the increase in seats by the opposition from 26% to 31% of the seats, but given its overwhelming size within the NA, many of the MPs from CCM who were elected in 2010 were not nominated candidates for their party in 2015. With this i.e. high turnover of MPs to the National Assembly, pose a number of challenges to NA, included limited understanding of parliamentary rules of procedures and other basic parliamentary skills.

National Assembly committees have inadequate capacity to work efficiently and effectively

¹² Davids and Maliti (2015), Tanzania Situation Analysis: In support of UNDP II.

¹³ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

¹⁴ Rapid assessment of the performance of 2011 -2015 Strategic Plan of the National Assembly, January 2016.

¹⁵ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

¹⁶ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

There are 18 standing committees in the NA most with approximately 20-25 members and a staff of between four and seven. The committees are divided into four groups –committees of the House, sectoral committees, crosscutting committees and watchdog committees. Sectoral committees are focused on line ministries: Watchdog Committees - the Budget Committee, Public Accounts Committee and the Local Authority Accounts Committee. Despite significant improvements in the committee system, including notable strengthening of the budget committee, the committees face capacity challenges to efficiently carry out their work and effectively scrutinize bills, monitor government and engage citizens¹⁷.

Whilst the power of the oversight committees to monitor the Government is acknowledged, and the committee system, in particular the Budget committee, has been strengthened, there are weaknesses in the committee processes for monitoring the Government, including lack of resources to function effectively, difficulties in obtaining documents and information, cumbersome processes and inadequate capacity to follow up^{18,19}. Similarly, there is some progress in the committees' capacity to scrutinize bill, in particular the committee clerks have shown more capacity in supporting their committees through increased use and quality of written briefings before a committee considers a Bill, but bill scrutiny by committees is still limited by lack of holistic capacity enhancement, which includes enhanced powers for the committees that review Bills and the establishment of dedicated, professional staff to support Bill analysis²⁰. Equally, there is the need to develop the committees and staff's capacity to scrutinize Bills from a gender perspective.

The committees conduct public hearings on a regular basis and do receive inputs from civil society routinely and this has increased somewhat. Adoption of key knowledge products on conducting field visits and conducting public hearings provided access to best practices for MPs and staff of committees, while the use of research funds has allowed for committees to access external expertise to support their work. However, generally there is still limited engagement of the public by committees and the engagements processes used have not been institutionalized and are not always meeting best practices. This includes the fact that relatively small groups of CSOs (the "usual suspects") attend and provide input to the committee review of a Bill or an inquiry. There have been almost no efforts to seek the input of the broader public through hearings held regionally, field visits and the use of online and analog tools to encourage feedback from all citizens all citizens, including women, youth and PWDs. The use of Committee field visits depends on the availability of funding and are generally rare, with the exception of the pre-budget oversight visits that occur each year for one week in March. Hearings, when held, are conducted almost exclusively in Dodoma or Dar es Salaam²¹.

Many people, in particular vulnerable groups, have inadequate access to the National Assembly

The National Assembly is generally open to citizens and media²² and the NA has enhanced strategic approach and its capacity to engage citizens with information of activities, including through retooling of the NA website, contributing to a limited increase in citizen engagement with MPs. However, many people, in particular CSOs representing vulnerable groups/people with special needs, still believe that their voices are not heard at the NA, as they have limited interaction or attention from MPs²³. For example, according to the Afrobarometer 30% Tanzanians think that their MPs never listen to people like themselves, whereas 57% thinks MPs sometimes listen, 10% thinks MPs often listen and only 1% thinks they always listen to people like themselves²⁴

¹⁷ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

¹⁸ The African Parliamentary Index (2012).

¹⁹ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

²⁰ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

²¹ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

²² The African Parliamentary Index (API) (2012).

²³ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

²⁴ Afrobarometer (2014), Summary of Results Round 6 Survey in Tanzania 2014.

There are financial, institution and legal factors that continue to limit the capacity of the NA to do outreach and engage the public in a country that is a vast as Tanzania still face infrastructure, resource and IT challenges. In 2016 the live the telecasting of the entire session of the parliament was revised by allowing live Normal Question and PM Question Time and other Parliamentary events introducing a one hour delay broadcast for the rest of its proceedings. Despite the fact that NA has conducted public hearings for more than ten years, the meetings are limited in scope and with regard to who is engaged with challenges in standarsing the process from the perspective of both the NA and civil society²⁵.

There are 264 MPs elected from single member constituencies and these MPs are accountable to the voters in those geographically designated areas. During the 10th term of the NA (2010-15) an effort was made to establish constituency offices for each constituency, though to date this is still being implemented. Funding is provided to each constituency MP to fund the hiring of staff to support their work in their constituency; however, in practice, many MPs have not, as yet, consistently hired professional staff in their constituencies²⁶. Moreover, the women and PWD special seats face specific challenges, for instance, due to the fact that they do not have constituencies and hence have no access to constituency development funds (CDFs) to facilitate their outreach initiatives. There is therefore a need to identify the specific constraints faced by the special seats MPs, in order to provide targeted support to enhance the performance of their roles as MPs.

The retooling of the NA website is still not sufficiently coupled with institutionalized use of online tools to routinely inform, educate and engage citizens in its work. Many ICT management systems and policies, including related to Hansard and Library, still require updating, installation and use to ensure that they are well integrated to support public information and education. In addition, there is still inadequate ICT skills among staff and MPs to reap the potential of ICT to communicate with citizens and engage them in their parliamentary work²⁷.

Youth engagement with the NA has been enhanced through the establishment of Youth Parliaments²⁸, but a youth engagement with NA is still limited. A Tanzania youth mapping points out that young people rarely play a part in decision-making, and when they do it is more civically than politically. The most common type of youth political participating is voting and to a lesser degree through a political party or through advocacy, whereas engagement with NA is not mentioned. Young women participate less than young men, and rural youth participate less than urban youth. Barrier for civic and political participation mentioned by youth include limited education, lack of confidence, and the lack of space for youth to express themselves in the public realm²⁹.

Improvements in oversight of Government Budget is still fragile and needs to be institutionalized

The National Assembly has been increasingly active in overseeing the Government³⁰, and in particular reformed budget oversight process and the strengthened capacity of staff, MPs and the Budget committee has enhanced the NA in performing its oversight function³¹. However, the improvements of the NA oversight are still fragile and needs to be further institutionalized. In particular, there is a need for the Budget committee and Budget department to establish their systems and create space for themselves to be an effective part of the budget process to ensure that what has been established through the Budget Act is in fact working in practice³². Furthermore, in compliance with Tanzania's international and national

²⁵ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

²⁶ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

²⁷ National Assembly Strategic Plan 2016-2021

²⁸ Legislatures Strengthening project annual reports 2014, 2015.

²⁹ International Youth Foundation (2014), Youth Map Tanzania: Tanzanian Youth: Access and Opportunities.

³⁰ Davids and Maliti (2015), Tanzania Situation Analysis: In support of UNDAF II.

³¹ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

³² Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation.

commitment to gender equality there is a need to strengthen institutional capacity of oversight committees and Budget department to conduct gender budget analysis of the national budget and ensure this is an integral part of the budget process.

The Tanzania parliamentary Committees in collaboration with all Parliamentary Groups such as Tanzania Chapter of the Africa Parliamentarian Network Against Corruption (APNAC), Tanzania Parliamentary Friends of the Environment (TAPAFE), Tanzania Parliamentarians Aids Coalition (TAPAC), Tanzania Women Parliamentary Groups (TWPG), Tanzania Youth Parliamentary Group (TYPG) and others have enable more knowledge sharing to the Parliamentary Committees and understanding on a particular areas of their work. The LSP I supported to these groups and were crucial to the success of the project such as its contribution to reformed budget process and it is crucial to continue support to solidify the cross-party, which are still fragile in solidifying them as cross-party platforms for oversight as well as support the newly established Tanzanian Youth Parliamentary Groups (TYPG) in providing a much needed voice for youth in the oversight of Government³³.

A challenge for the NA will also be the to ensure sufficient capacity to play a constructive role in the implementation of the Sustainable Development Goals (SDGs), in particular by monitoring efforts and progress towards achieving the SDGs in Tanzania. The 17 Goals, which span all development issues including the environment, health, land use, education and gender, will be a driving force in the development of Tanzania between now and 2030. However, the most recent National Development Plan was approved by the NA in early 2016 with very little input by or engagement of the NA and individual MPs prior to the presentation of the Plan for adoption in the House. Furthermore, there was a notable little involvement³⁴ of MPs and NA in the SDGs processes and that might present a challenge in monitoring the implementation of SDGs.

Limited capacity of National Assembly to exercise its legislative function through initiation, analysis, debate and mark-up of bills

The performance based on the analysis of actual achievement shows that a total of 68% (out of expected 90% (324) MPs), have being empowered and capacitated to contribute towards enactment of Laws during the period between 2011 and 2015. Almost one-third of the targeted MPs were not reached for reasons such as lack of funds, increased number of Government bills that were brought under certificate of urgency, as well as limited availability of library resources and other relevant supportive IEC materials. Improvement including automation of library and access to researched information and IEC materials will be given further attention³⁵.

Limited capacity to ensure gender mainstreaming and women empowerment on the work of the National Assembly

In addition to the constituency MPs, there are 113 women MPs elected via party lists to fill reserved seats. Thirty-seven percent (37%) of the NA is now comprised of women MPs. The 2015 election saw the largest number to date of women elected to constituency seats (25), in addition to the reserved seats. 12 MPs were previously from special seats.

Coinciding with the increase in the number of women MPs has been the establishment in 2010 of a multiparty caucus- the Tanzanian Women's Parliamentary Group (TWPG) - registered also as an NGO - that includes women MPs from all parties represented in the NA. The TWPG has become a strong voice for women's political empowerment and the promotion of gender issues. In the past few years the TWPG, for example, has been active in the amendment of the health sector budget, promoting funding of micro-credit banks.

³³ International Youth Foundation (2014), Youth Map Tanzania: Tanzanian Youth: Assessts and Opportunities.

³⁴ Deveaux (2016), UNDP Tanzania Legislatures Support Project (2011-2016) Terminal Evaluation, UNDP Tanzania Legislatures Support Project (2011-2016) Progress Reports.

³⁵ National Assembly Strategic Plan 2016-2021

However, the evaluation of gender mainstreaming capacity³⁶ came out with a conclusion that technical capacity on gender analysis, gender responsive programming and gender mainstreaming is inadequate and there is no defined strategy to guide gender mainstreaming in the National Assembly³⁷. Gender capacity building was considered as an area that requires special consideration in the future strategy.

The inexistence of a specific gender committee or body within the NA devoted to gender equality and human rights poses a challenge in terms of capacities to monitor progress of implementation of the national and international human rights and gender equality legal and policy frameworks to which Tanzania has committed.

Development Partner Support to the National Assembly. UNDP is currently the only implementing partner working on a full scale project with the NA in supporting the building of its capacity. UN Women does provide support to the NA as part of its programme in Tanzania on women's political empowerment. That support is focused primarily on the Tanzania Women's Parliamentary Group (TWPG) to build the TWPGs capacity to effectively promote issues affecting women and girls through a cross-party platform of MPs in the NA. There are a number of smaller size interventions from NDI, IRI, DIPD and other implementers who engage the NA with one-off activities. However, there currently is no coordination mechanism within the NA or amongst the implementers to ensure all support is well-coordinated.

Looking forward, even more interventions are expected. UN Women intends to continue to provide assistance to the TWPG during the 11th term. The European Parliament has identified the NA as one of its core partners for development support. These new and ongoing interventions should result in the need for a more robust coordination mechanism within the NA.

UNDPs first project with the NA – the *Legislatures Support Project (LSP)* – provided concrete support to the NA. The focus was primarily on strengthening of internal structures, capacity building and the production of knowledge products that supported the development of ability of the MPs and staff to fulfil their role. For the staff there are clear indications that the training has had a positive impact on their capacity. For the MPs, of which 65% were not re-elected, the investment in their capacity was less impactful. Where the project was most successful was in building a strong, trusted relationship with key MPs and senior staff of the NA. This enabled the project to provide bespoke, focused technical advice to the NA in a timely manner that was very much appreciated by the staff and MPs and did result in some legal and institutional changes that have carried over to the 11th term of the NA.

In 2016 the NA will work from five-year Strategic Plan (2016-2020), which will provide guidance to the NA, its staff, MPs and implementing partners with regard to its priorities for reform and development.

Key Result Areas (KRA) of the National Assembly Strategic Plan specify:

Key Result Area 1: Strengthened capacity of the National Assembly for formulation of Laws and execution of oversight responsibilities. Planned outcomes, which shall contribute to this key result area, include the following:

1. National Assembly responsibly administers the delivery of cross cutting services.
2. National Assembly effectively oversees Government Budget and other functions of the Executives.
3. National Assembly has relevant knowledge and skills to scrutinize presented Bills and initiate new Bills.

Key Result Area 2: Strengthened institutional capacity to adapt and meet environmental challenges in

³⁶ Partial achievement (67%) was mainly reflected in weak or lack of gender mainstreaming into structures and programs of the National Assembly. Rapid assessment of the National Assembly 2016

³⁷ National Assembly Strategic Plan 2016-2021

delivering on its mission. Planned outcomes, which shall contribute to this key result area, include the following:

4. National Assembly Secretariat efficiently delivers its services/mission.
5. National Assembly efficiently manages human and financial resources.
6. National Assembly is accountable through strengthened monitoring and evaluation systems

II. STRATEGY

The National Assembly has achieved some significant results and has reached key benchmarks for a democratic legislature. These include the new budget adoption process fully instituted for the first time in 2016. The NA does routinely hold committee hearings in which civil society is invited to provide inputs. The NA has a corporate plan for development and there are divisional plans, including with regard to IT and gender strategy, that will allow for institutional reform to continue.

UNDP's previous project with the NA was key in the delivery of these achievements. The terminal review of the previous project, conducted during the first half of 2016, noted some key achievements:

- Reformed Budget Oversight Process (Budget Committee; Budget Department; Budget Law)
- Bill Analysis (Increased engagement by MPs)
- More Effective Women MPs (through the TWPG)
- Enhanced Parliamentary Programme Planning (beyond the work of the project, the National Assembly is using modern planning methods throughout its operations)

Lessons learned from the previous project included:

- A capacity building project must be flexible in how it provides capacity support. Trainings and seminars have a place, but cannot be the exclusive means of development and others, such as peer-to-peer coaching, mentoring, piloting and attachments for those staff and MPs who are fully engaged must be kept as options.
- A good context analysis that is regularly updated is critical to ensuring a parliamentary development project is reflecting the current political situation and is flexible in how it adapts its work to those situations.
- Establishing and maintaining long-term technical advisers allows for a stronger, more trusted relationship between the project and the parliament, which, in turn, will result in the consideration and adoption of new techniques and methods that will make the institution more open, transparent and inclusive.

However, the evaluation noted that there are still legal and institutional challenges that must be addressed if the NA is to fully function within its mandate under the Constitution of Tanzania. The new budget review process has not been fully tested to ensure it is effective in practice. The capacity of the NA with regard to the analysis and scrutiny of Bills has not received the same level of reform as has happened with the budget. The sectoral and watchdog committees are not comprehensively engaging the general public and seeking their input in law making and oversight. Given the current space for openness and dialogue within the NA, there is a need to ensure that various channels for inter-party dialogue are promoted and maintained, including all party groups and effective standing committees.

This project will be strategic and effective in addressing these, and other, challenges. Using a results-based approach to project management, it is important that the project build on the work completed during LSP, but to focus its resources on the next level of capacity required for key staff and MPs. LSP provided the capacity training for a wide number of MPs and staff, but this project should be more strategic in determining

who needs what capacity support and utilise more results-oriented tools. These tools should not only allow for the transfer of knowledge, but include a plan for the institutionalisation of the new practices that will ensure a more open, accessible and inclusive National Assembly.

The project will use a variety of tools as part of integrated approach to supporting institutional changes that will result in a sustainable, workable framework that will be actively used by the NA and its MPs. As noted in the diagram below, there is a five step process to delivering change that will result in an NA that is capable and actively engaging citizens, either directly or through civil society organisations, in its work in law making and oversight.

The **UNDAP for 2016-2020** was approved in early 2016 and it states the priorities for assistance for the UN in Tanzania. It is clear that certain priorities of the UN and UNDP that will be addressed by this project.

UNDAP II Outcome: National governance is more effective, transparent, accountable and inclusive³⁸

Programme Priorities:

- Building the capacity of the National Assembly to exercise its constitutional role
- Public participation in policy formulation and access to information
- Robust evidence base for decision-making

The project will focus on supporting the strengthening of the legal framework under which the NA operates to ensure public access to committee hearings is the default standard and MPs have access to the resources, both human and financial, to effectively review the National Budget and Bills. The project will also build the capacity of the NA to scrutinise Bills with independent technical expertise, evidence-based analysis and research and based on broad public input. A limited number of committees will receive support in building pilot processes to engage marginalised groups (e.g. – women; youth; persons with disabilities). Based on lessons learned from these pilots, the project will promote legal and policy reforms within the NA to institutionalise best practices.

UNDAP II Outcome: Women and girls increasingly participate in public life and are elected to leadership positions³⁹

Programme Priorities:

- Technical and financial assistance to relevant NGOs who promote women and girls' participation in decision-making bodies
- Strengthen capacity of government management systems to allow for gender mainstreaming
- Promote public participation by women and girls in decision-making processes

The project will work with committees to build the capacity of MPs and staff to conduct gender analysis as the committees review Bills and conduct oversight inquiries. The project will work with strategically relevant committees to pilot process for gender mainstreaming into the routine work of the committees. Based on the lessons learned from the pilots, the project will promote the adoption of new practices that will institutionalise such measures throughout the NA.

More broadly, the project will address key UNDAP values:

- Citizen Engagement:** The project will create space for the NA to actively seek the input of the citizens of Tanzania in the work of the parliament. This is critical to ensure the citizens feel a sense of

³⁸ UNDAP II pp 31-33 https://issuu.com/unitednationstanzania/docs/undap-ii_narrative-final-web

³⁹ UNDAP II pp 33-35

ownership of the NA and its specific outputs and to ensure the work of the NA reflects the opinions and concerns of all citizens:

- b. **Evidence-based Decision Making:** Ensuring that decisions made by the NA are based on sound analysis and data and evidence that is gathered by the NA and its committees prior to making reports and recommendations.
- c. **SDGs:** Having been signed in 2015, Tanzania has committed to the achieving the 17 Goals by 2030. The NA is critical to achieving the Goals with its role in passing new or revised legislation, the allocation of funding through the annual national budget and the monitoring of the detailed implementation of government policies and expenditures towards meeting the SDGs.
- d. **Inclusivity:** The NA has done much towards becoming an inclusive institution with regard to its staff and membership, but it must do more to ensure the values and perspectives of marginalised groups, such as women, youth and persons with disabilities, are heard and responded to in all the work of the NA.

The project will also be aligned with the **NA Corporate Plan (2016-2020)**, which also recognizes the need for greater capacity within the Secretariat and MPs for the scrutiny of Bills and the oversight of government expenditures and activities. The NA Plan also recognises the need for citizen participation in the decisions made by the institution.

Building on these commitments made by the NA, the project will work with the institution to help it deliver the results it has envisioned. This will be achieved through a mix of both methods and beneficiaries. In particular, the project will focus on building the capacity of MPs and staff to ensure they are able to effectively scrutinise Bills, conduct oversight of the government and do these things while more effectively engaging the public.

These objectives will be achieved, in part, by directly building the capacity of parliamentary committees. It is through the committees that the parliament is able to work effectively. The committees are where the detailed work of the parliament is conducted, whether that be the review of a Bill or an inquiry into government activity. It is also the mechanism within the NA that allows for direct public input into the work of the parliament. By building the capacity of the committees – the chair, MPs and staff – the objectives of the NA in its Strategic Plan will be achieved.

Theory of Change

Inputs

The project will use a variety of capacity building tools to expose the NA and its component parts (i.e. – committees; MPs; staff) to best practices that have been proven to make other parliaments more effective. These tools will include:

- Mentoring of MPs and staff
- Peer-to-peer exchanges of knowledge
- Piloting of new practices, such as inclusive public consultations, field visits by committees, and active constituency offices

Technical assistance will be in the form of long-term, full-time technical expertise based within the project, as a lesson from the previous project was that this was an important part of its success. In addition, the project will use short and medium-term national and international expertise to work with committees, all-party groups, MPs and staff to provide daily interventions and less formal opportunities for building their capacity.

Specific interventions will be developed to provide knowledge and opportunities to apply gender-based analysis with regard to Bills scrutiny and National Budget review.

AN

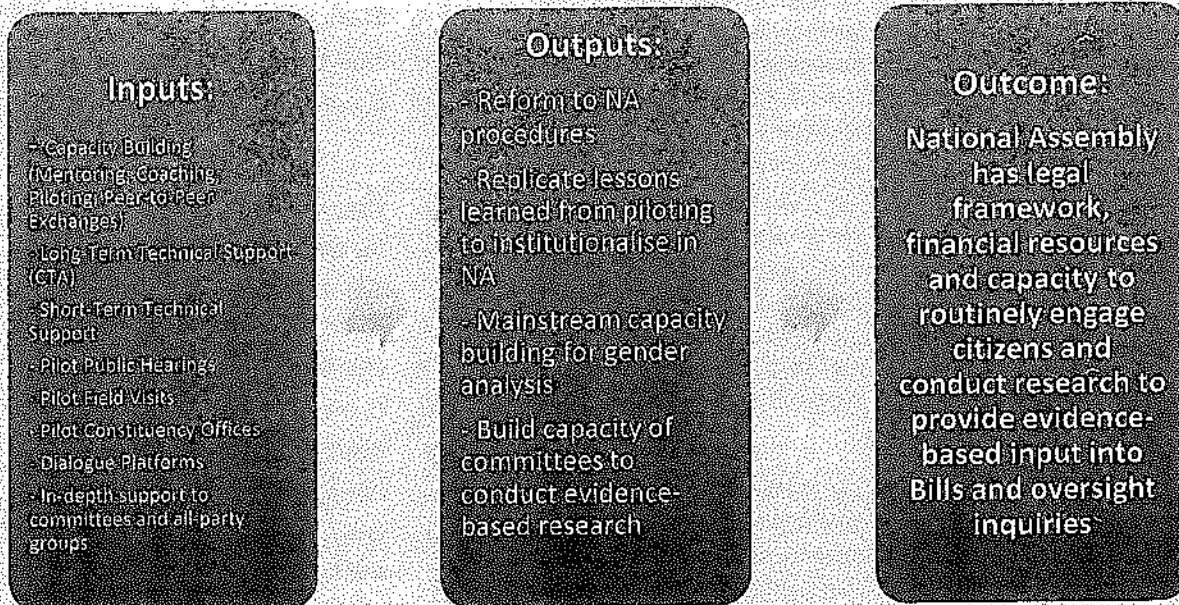
Outputs

Based on the interventions noted above, the project will aim to achieve certain outputs:

- Based on the piloting processes, develop lessons learned and promote adjustments to the procedures and policies of the NA to institutionalise new practices
- Establish as a good practice gender-based analysis for Bill scrutiny and National Budget review
- Ensure committees are conducting public consultations on a routine basis throughout Tanzania and with a specific focus on marginalised groups
- Establish the capacity of committees to conduct evidence-based research during Bills scrutiny and National Budget review
- Establish platforms for dialogue between the NA and stakeholders

Outcome

If the project is able to achieve the outputs noted above, then the NA will be a government institution that will have the legal framework and policies and the financial and human resources to conduct routine participatory public consultations, including the perspectives of women, youth, PWDs and other marginalised groups that will be reflected in evidence-based reviews of Bills and the National Budget.

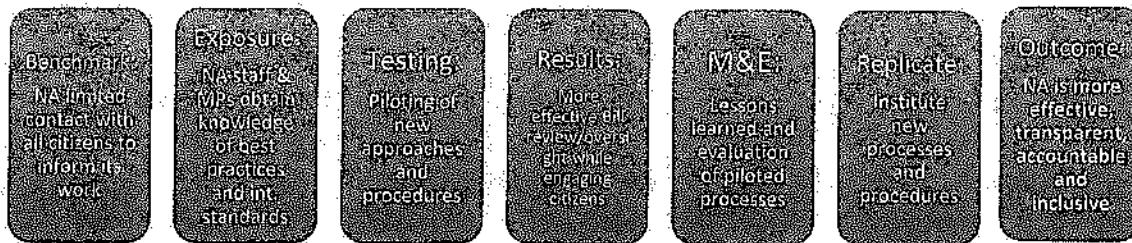


Assumptions

- NA staff will have the capacity to conduct participatory and inclusive public consultations
- NA staff will have the capacity to conduct evidence-based research for committees
- All Party Groups in NA are advocating for reform in key development areas (environment; anti-corruption; gender)
- NA has capacity to monitor the implementation of the SDGs
- MPs will have legal framework and resources to engage citizens, including marginalized groups
- Civil society and citizens will have more opportunities to input into the work of the NA
- NA will build sustainable dialogues with Government, Development Partners and civil society
- MPs, committees and the NA staff will have the capacity to mainstream gender into all functions of the NA

Learning Strategy

The steps in the Learning Strategy and the tools to be used are as follows:



Learning Step	Description	Tools
Exposure to new concepts	Providing key NA staff, committee chairpersons, MPs and senior political actors with knowledge on best practices, and international standards ⁴⁰ , especially as they relate to citizen engagement, law making and oversight.	<ul style="list-style-type: none"> • Training Seminars • Study Visits • Peer-to-Peer Exchanges • Knowledge Products
Testing new concepts	Once key actors and components of the NA have identified new concepts, procedures or processes to make the NA more effective, the concepts will be piloted to allow real-time engagement and application of skills by staff and MPs	<ul style="list-style-type: none"> • Peer-to-Peer Exchanges • Technical advice from national and international experts • Piloting of public hearings • Mentoring • Coaching • Small group expert training
Results from Testing	The testing will be applied to concrete work within the NA. The scrutiny of specific Bills and oversight of specific government activity and expenditures will form the basis of the processes that will be tested and within which mentoring, coaching and capacity building will occur for staff and MPs.	<ul style="list-style-type: none"> • Peer-to-Peer Exchanges • Technical advice from national and international experts • Piloting of public hearings • Mentoring • Coaching • Small group expert training
Monitor & Evaluate	During the piloting processes and subsequently, data and evidence will be gathered to collect lessons learned and to identify potential adjustments or changes.	<ul style="list-style-type: none"> • Surveys • Evaluation questionnaires • Feedback sessions • Technical Adviser reports
Institutionalise new procedures and processes	Once there has been an evidence-based review of the piloting processes, discussions will be held with key NA staff and MPs to	<ul style="list-style-type: none"> • Technical advice from national and international experts • Peer-to-Peer Exchanges

	determine if and how such concepts can be translated into legal and institutional reforms and how to make such changes sustainable in the long-term	<ul style="list-style-type: none"> • Mentoring • Coaching • Amending policies and procedures
Implementation and replication of institutional reforms	Once new practices and procedures have been adopted as part of the framework of the NA, support will be given to ensure such practices can be replicated or adjusted for all relevant aspects of the work of the NA	<ul style="list-style-type: none"> • Allocating resources from NA budget • Knowledge products • Coaching • Mentoring

This work will build on the partnership already established between UNDP and the NA. This relationship is built on mutual respect and recognises the integral role of UNDP as a source of ideas for the NA, evidence-based background material, technical assistance (when required) and resources, in the short-term, to allow for implementation. The NA has been and will continue to be the driver of changes and reforms that it recognises as vital to being an effective and active actor in the political system of Tanzania.

However, given its access to expertise, UNDP has recognised certain practices that could be improved to allow for the NA to be a more effective and active actor in the political system, while it fulfils its constitutional mandate of law making, oversight and representation of the citizens of Tanzania. At this point, as LSP has come to a conclusion and a new project is being proposed for the next five years between the NA and UNDP, it is opportune to identify these overarching concepts that should be the substantive basis of such support.

As noted elsewhere, the project will promote the adoption of new tools and approaches to the work of the NA which should include the (i) the active and routine engagement of all citizens in Tanzania in the work of the NA; (ii) effective capacity of the NA to scrutinise and analyse Bills prior to adoption; and (iii) effective implementation of the new budget review process including from a gender perspective.

Equally critical will be the need to ensure that these concepts are delivered in an inclusive manner. Support is required to ensure that issues related to the impact of the laws and policies of the government on women and girls is in the forefront of the work of the NA. This will primarily be mainstreamed as a cross-cutting issue and will be reflected in all activities and outputs of the project.

With regard to other marginalised groups, such as persons with disabilities and youth (among others), the project will again use a cross-cutting approach to ensure that the NA is engaging these groups in its work and actively seeking their input into its work. However, in addition, support and extra resources will be given by the project to ensure NA staff and MPs fully understand the value in such engagement.

The project also recognises the need for strategic engagement with the political leadership of the NA. The project is primarily an institutional development project – focused on institutional reforms and capacity development of key actors. However, a parliament, by its very nature, is a political institution and at key points in the work of the project there will be the need for political endorsement of its work. In addition, the project can build on UNDP's trusted position with the NA to provide institutional support to key political actors and their staff. Issues such as development coordination, engagement with regional parliaments (i.e. – PAP; EALA) and civil society dialogue, will require greater capacity within certain offices, such as the Office of the Speaker and the Office of the Clerk, if they are to be successful.

III. RESULTS AND PARTNERSHIPS

Expected Results

The intent of the project is to build the capacity of the National Assembly of Tanzania so as to allow it to fulfil its constitutional mandate to be an effective institution for the passing of quality legislation, approval of the annual national budget in a comprehensive manner, monitoring of the activities and expenditures of the Government of Tanzania and to do all these things based on the inputs of all the citizens of Tanzania.

This will be achieved with the following intended Outcome and specific Outputs:

Outcome: National Assembly of Tanzania is more effective, transparent, accountable and inclusive⁴¹

Having made great strides in the past ten years to becoming an effective parliament, the NA remains isolated, both geographically and physically, from the citizens of Tanzania. Going forward, the NA must ensure that all of its work – law making, budget approval, oversight – is conducted based on the inputs, opinions and perspective of all Tanzanians, including marginalised groups (i.e. – women; youth; persons with disabilities). It is only through the engagement of the general public that the NA can fully achieve its mandate and ensure that the laws and funding of the Government of Tanzania are as effective as possible.

Output 1: Increase the capacity of National Assembly to effectively scrutinise legislation and its implementation and to monitor government performance in a participatory manner

The National Assembly has a specific mandate to pass legislation and to monitor its implementation. This is generally achieved through the detailed work of its sectoral committees. Sectoral committees are the fulcrum or apex through which Bill scrutiny and legislative is conducted. This needs to be done in a manner that ensures the public is actively participating in this work. A select number of committees will receive focused technical assistance to support the committees in conducting specific pilot Bill reviews and legislative oversight inquiries each with a bespoke public consultation process. National and international technical experts and former MPs and parliamentary staff will be contracted to provide coaching and mentoring to support the committees and the Secretariat⁴² as the committees conduct hearings in accordance with international standards. Based on the results of the pilot processes, support will be provided to institute and replicate the new procedures throughout the NA committees.

⁴¹ UNDAP II pp 31-33 https://issuu.com/unitednationstanzania/docs/undap-ii_narrative-final-web

⁴² UNDAP II pp 31-33 https://issuu.com/unitednationstanzania/docs/undap-ii_narrative-final-web

⁴² UNDAP II pp 33-35

⁴² All aspects of the project will include capacity development for the Secretariat of the NA and all staff that have a direct or indirect role in supporting all the outputs listed

Criteria for Choosing Parliamentary Committees for Support

The project does not have the resources to provide intensive support and piloting of Bill scrutiny and oversight inquiries for all 18 standing committees simultaneously. Therefore, the project will use certain criteria to determine which committees should receive such assistance. Based on detailed discussions with committee secretaries, the committee support unit of the Secretariat and the chairs and members of all committees, the project board will approve the selection of committees based on some of the following:

- Bills scheduled for scrutiny by a committee
- Oversight topics identified by a committee for inquiry
- Activity of civil society in the subject area of a committee
- Capacity and interest of the committee chairperson and members
- Capacity and interest of the staff assigned to a committee
- Eagerness of committee members and staff to engage the public and seek input
- Resources required to conduct full public consultation on any given topic
- Priorities as identified by the Secretariat
- Priorities as identified by the Speaker
- Priorities as identified by parliamentary groups
- Priorities of the Government of Tanzania
- UN development priorities
- Development Partner priorities
- Access to independent/external technical expertise for the committee
- Committees touching on issues raised in the CEDAW recommendations

The support to committees will include specific, customised plans for how each committee, when doing a review of a Bill or conducting an inquiry, will ensure that there is broad public engagement. This will include, where appropriate, field visits to various parts of Tanzania, public hearings in which inputs from all relevant stakeholders is sought, online tools and independent technical expertise. In addition, the committees will also be expected to produce specific plans for engaging marginalised groups, such as women, youth and persons with disabilities (among others). Given that these groups are more likely to be disenfranchised, the committees will have to make extra and focused efforts to ensure their voices are heard as the committees collect evidence for their review of a Bill or an inquiry.

An additional goal of Output 1 is to promote cross-party consensus on key legislation and oversight topics. By creating space for the select committees to hear a broad array of evidence with regard to a given topic, it is anticipated that the MPOs who are members of the committees and are from different political parties, will begin to find space for compromise and consensus when the committee deliberates on the evidence collected and starts to produce its report.

Output 2: More effective parliamentary scrutiny of government budget and expenditure, including monitoring of the SDGs

Specific focus will be put by the project on the financial oversight role of the NA. The NA has recently established a new national budget review process, including a new committee, department, enhanced staffing and a new law with greater authority for the NA to review the national budget. The project will work with the budget committee and budget department to build their capacity to fully deliver what has been enunciated in the *Budget Act*. The Budget Committee will be provided with specific support to ensure it is able to actively and routinely engage a broad spectrum of citizens to seek their input into the work of the Committee as it reviews the draft National Budget each year.

In addition, the role and capacity of the NA in the monitoring of the funding of the SDGs implementation will be enhanced. Watchdog committees, such as the PAC and the LAAC, which monitor the implementation of the budget, after it is passed, will also receive support to enable them to effectively conduct their work.

Output 3: Enhance the capacity of the NA to engage citizens and represent their interests in the work of the parliament

Output 3 will allow for support to the NA and key components that will be engaging the citizens of Tanzania. First, the project will support the piloting and development of lessons learned with regard to the operation of constituency offices by MPs elected in constituencies (and, if possible, special seat MPs). This will start with a detailed assessment of the current status and rules related to such offices. The project will then develop a pilot program to test and try formats and policies for the operation of offices based on international best practices. The lessons learned from the pilot programme will result in recommendations for NA policies and procedures to establish a system of constituency offices.

Under LSP I the project piloted Youth Parliament initiative in the NA to provide opportunities for young civic activists to learn, debate, advocate and make their voices heard for participatory parliament in Tanzania. LSP II will continue to institutionalize Youth Parliament to ensure empowerment of vulnerable and marginalized group involvement and meaningful input in parliament informed decision making.

Second, the project will provide specific support to special seat MPs, all of which are women MPs. LSP II will conduct a needs assessment of these MPs to determine what specific support should be provided and then provide that support.

Finally, for Output 3, the project will work with the All-Party Groups that have been established in the NA, including the TWPG, TAPAFE, APNAC, TYPG etc. Project board in consultation with the NA leadership will determine in each year AWP the involvement with specific APGs. At the same time there will be expectations for each APG to be a cross-party group with leadership from both benches in the NA and that the APGs will use their unique role to leverage action on key issues related to their mandate.

Output 4: The NA is more effectively engaged in strategic leadership, transparency and external engagement

The Office of the Speaker will be provided with technical assistance to allow it to fully play a strategic role in the leadership of the NA, including with regard to its relationship with the Government of Tanzania, regional parliaments and civil society. This support will include the establishment of a project coordination mechanism between the NA and development partners and support to MPs that represent the NA at regional parliaments (i.e. – Pan-African Parliament; East African Legislative Assembly; SADC PF).

This will include the promotion of a new relationship between the NA and the Government of Tanzania, including the timely production of the Government's legislative agenda and the establishment of a more autonomous parliament, both financially and legally.

In addition, the project will support the continued development of an ongoing dialogue between the NA and civil society. This objective is to create a forum for routine dialogue between the NA and civil society organisations to allow for a more collaborative approach to their mutual work. For example, the NA could link with CSOs when committees are seeking technical expertise on a given issue before the committee for review. This venue could be a place for a discussion about how to institutionalise better cooperation.

Output 4 will also focus on the internal capacity of the NA to conduct effective outreach with the citizens of Tanzania, through the use of physical and online tools and processes. The internal capacity of the NA to manage its documents via electronic means will also be enhanced. The NA will be supported as it, with the

Government of Tanzania, move forward with their commitments under the Open Government Project as they relate to parliaments.

Output 5: Gender is mainstreamed in all functions of the National Assembly⁴³

This output will be realised at two levels, as specific sub-outputs related to the above four outputs specifically targeting enhancing gender equality and women's empowerment in all functions of the National Assembly. These will include specific support to the committees as they conduct Bill reviews and oversight inquiries to ensure there is the capacity to include gender analysis as the committees conduct their work. It will also include support to the relevant Committee and the Secretariat to enable them to provide leadership in institutionalizing gender into the NA policies, legislation and procedures of NA.

The second levels is related directly to ensuring a gender sensitive National Assembly. First the project will support a study to examine the gender sensitivity and responsiveness of the National Assembly, through a gender audit and capacity needs assessment to determine the level of gender gaps and inform what targeted interventions to be adopted. Secondly the project will provide specific capacity strengthening interventions for women MPs on performing their functions⁴⁴, as well as male MPs on mainstreaming gender equality. Simultaneously, male gender champions will be identified, who will serve as role models through participating in different Campaigns targeted to promote gender equality and awareness (e.g. HeForShe campaign).

In addition, the project will continue to support the development, review and implementation of policies, legislation and procedures of the NA, including the Gender Strategy, policies and procedures on gender stereotypes and harassment including sexual harassment and sextortion.

Cross-cutting Issues:

LSP II will ensure two key issues are addressed through cross-cutting measures found in each of the outputs⁴⁵:

- *Human Rights and Environmental issues* – To be implemented via specific support to the committees as they conduct Bill reviews and oversight inquiries to ensure there is the capacity to include human rights and environment issues as the committees conduct their work.
- *NA Secretariat Capacity* – Each output will include sub-outputs related to the capacity development of the NA Secretariat. When the project supports the work of a committee, it will also be supporting the capacity development of the staff that work directly and indirectly with that committee. Secretariat staff that work in other departments, such as outreach, IT, Hansard and Table Office will also receive specifically defined support based on their role in engaging citizens and ensuring a more transparent NA.

Resources Required to Achieve the Expected Results

It is expected that the project will work on the basis of requiring both long and short-term technical advisers. The long-term advisers will include an international Chief Technical Adviser (CTA), an M&E Specialist. These staff will be key to maintaining the trusted relationship that UNDP has built with the NA. As it is NIM project the NA will provide staff to fill the posts of Project Coordinator, Project Officers, and Accountant.

In addition, there will be the need for short-term technical advisers who will provide specific interventions with regard to the various activities and outputs of the project. These advisers should be a mix of national and international experts and should have a strong background in the work of parliament, either as a staff

⁴³ To be achieved in close cooperation with UN women as responsible partner.

⁴⁴ Output 5: Gender is Mainstreamed in All Functions Of The National Assembly will be achieved in close cooperation with UN women as responsible partner.

⁴⁵ This is the alternative to having separate outputs that focus on gender mainstreaming and building the capacity of the NA Secretariat.

person or an MP. It is through this experience that they are able to provide peer-to-peer advice to MPs and staff as a means of building their capacity.

The project will also draw upon expertise from other UN agencies (i.e. – UN Women; UNFPA) to provide specific support for various activities and outputs. This will be of particular focus with regard to supporting the role of the NA in SDG implementation and the components related to gender equality and women's political empowerment.

Some infrastructure will be required to be procured by the project, especially with regard to relevant transportation, IT and constituency offices. Such equipment will be only a small fraction of the cost of the project and will be directly linked to ensuring a more effective means of public engagement through the offices and online tools. Equipment will include IT and specialised machinery for the Table Office and Hansard to allow for the timely uploading of documents online and to be shared amongst staff and MPs. It may also include equipment for pilot constituency offices and IT hardware to allow for an electronic document management system for the NA.

Partnerships

A partnership will be built and maintained with other UN agencies to ensure the most efficient and effective delivery of the project. Key amongst those agencies will be UN Women and its role in promoting gender equality and women's political empowerment with civil society and within the NA. Coordination will include quarterly and annual reviews of work plans to ensure overlaps in work are avoided. In addition, the activities and outputs in this project document have been formulated based on specific engagement with the development partners and UN Women to avoid such overlaps.

Partnerships will be established with new projects/programmes being created in the coming months and years by DFID and the European Parliament. Details of the specific activities are not yet known, but the project will maintain a close dialogue with the institutions to ensure all work is well-coordinated.

The project will support the NA in enhancing its engagement with civil society. Expected engagement will include:

- Establish and maintain databases of relevant CSOs for support and input into the work of committees;
- Dialogue forums between NA leadership and CSOs to address ongoing issues of concern.
- Engagement of CSOs to identify location of field visits
- Engagement of relevant CSOs to develop action plans for engagement of marginalised groups

Risks and Assumptions

The project is premised on the assumption that the NA (and the broader Government of Tanzania) is committed to having a parliament that is able to fully function and meet its constitutional mandate of law making, oversight and representation. It is also assumed the NA is specifically committed to be more open, accessible and inclusive and to the detailed institutional reforms that will be required to make this possible. It is also built on the assumption of a conducive and collaborative environment in NA and on the acceptance of the fostering of parliamentary collaboration.

Based on the Risk Log attached to this project document, the project will face primarily political and institutional risks that might negatively impact on the delivery of results. Key risks include:

- Lack of political will to implement broader reforms

- Institutional capacity to deliver activities and outputs
- Breakdown of political dialogue amongst party groups
- Limited resources for sustainable institutional reform
- Constitutional reform might divert focus of NA and key stakeholders
- Lack of ownership and engagement of the project by stakeholders
- Efforts to mainstream gender and empower women MPs will be met with resistance

The project will build on UNDP's strong, trusted relationship with the NA to create a dialogue on the need for a better relationship with the citizens of Tanzania and to promote the specific changes in processes and procedures that will be required to achieve this goal. In addition, the project will have a robust form of M&E to be monitoring on an ongoing basis the implementation of activities and outputs so as to address any challenges or hurdles that may arise. An external, independent mid-term evaluation will also inform the project of progress, challenges, best practices and lessons learned as well as assess risk and mitigation.

Stakeholder Engagement

Target Groups:

National Assembly – having built a strong relationship with the NA through the LSP project, this project will continue to maintain this relationship through formal and informal dialogues with the Speaker, Deputy Speaker, Clerk and other leadership within the NA.

National Assembly Secretariat – UNDP has a very good relationship with the Secretariat of the NA and this will be maintained through the project unit that is based in the NA and includes staff of the NA who will be seconded to work on the project as part of the Planning Unit. Routine informal discussions with senior staff will be undertaken to monitor their needs and feedback.

Members of Parliament – Given the high turnover of MPs in the 2015 election, UNDP must redouble its engagement of the MPs to ensure their interests are at the centre of the work of the project. Having built good relationships with returning MPs, these relationships will be maintained and will be used to forge new relationships with newly-elected MPs.

All-Party Groups – The project will maintain good relations with all party groups (TWPG, TAPAFE, APNAC etc) as dialog platforms and will continue to provide support to these groups. Informal issue based discussions will be conducted routinely with these groups as the project is delivered. With regard to potentially new all-party groups (e.g youth caucus), UNDP will assist NA engage interested MPs and facilitate discussions on the interest in a new group.

Other Stakeholders:

Party Groups – Though not working directly with the party groups, the project needs to be aware of their work and to engage the groups on a quarterly basis to share information and to discuss any work of the project that may impact on the work of the party groups.

Civil Society – This is a project in support of the NA and its focus will be on the role of the NA in engaging civil society and the general public. Civil society will thus be an actively engaged partner through the coordinated approach by NA, work with the committees and in a dialogue with NA leadership. Strong emphasis will be done on support of CSO advocating for marginalised groups (youth, people with special needs), environment and human rights promotion.

Media – Relevant media outlets will be engaged by the project to ensure they are fully aware of the work of the project and will be an important tool for the outreach of the project, especially to the general public.

Research Institutes – Based on the work conducted under LSP I, LSP II will continue to work closely with Tanzanian research institutes and academia. These groups have proven to be a valuable source of national knowledge for the development of knowledge materials. In addition, given the potential demands from NA committees, these institutions could be used as technical expertise to the committees.

Development Partners – Development Partners (DPs) have been consulted in the formulation stage of the project and will continue to be engaged on a regular basis by project and UNDP staff. The project will recognise the valuable inputs of the DPs in the delivery of the project, including the identification of expertise, organising of study visits and in strategic advice by ensuring their voices are heard at the governing body level of the project.

South-South and Triangular Cooperation (SSC/TrC)

A key to the success of the project will be the exposure of NA staff and MPs to international standards and best practices with regard to the engagement of the public and in the workings of parliamentary committees. This will be achieved by the sharing of information and knowledge between NA staff and MPs and their peers in other parliaments, particularly those in the region and elsewhere in the global South. The project will utilise longer-term attachments for key staff to enable them to work with their counterparts in other parliaments in the region and where similar reforms have taken place. For MPs, the use of study visits and the provision of technical assistance from current and former MPs from other parliaments from the South will be utilised.

Development Partners will be engaged to determine where best their resources can be deployed to support the exchange of knowledge and practices between NA staff and MPs and their counterparts from other parliaments in the South.

Knowledge

This is primarily a knowledge transfer project. The objective is to promote best practices and standards for an effective parliament to share this knowledge with beneficiaries through their peers from other parliaments. However, knowledge products will also play an integral role, as they will be part of a holistic approach to sharing knowledge with MPs and staff.

Such knowledge products will include⁴⁶:

- Comprehensive Induction tool-kit
- Gender Mainstreaming Toolkit
- UNCAC Toolkit for Parliamentarians
- Effective Committee Engagement with Citizens
- Operating an Effective Constituency Office
- Parliaments Role in Implementing the SDGs
- Implementing SDG 5 (Gender Equality)
- Women's Political Empowerment through Political Parties
- The Role of Parliamentary Committees in Promoting Gender Equality
- The Role of Parliament in enhancing human rights
- The Role of Parliament in Climate Change Action

⁴⁶ Other Knowledge Products may be developed based on the demands of the NA and MPs and the requirements to deliver outputs in the Project

Sustainability and Scaling Up

A challenge with the LSP project was the ability to ensure its work was sustainable. This project will try to address this challenge through the following means:

Institutionalisation – The project's objective is to use the results of piloted processes, such as public consultations by committees and active constituency offices, to promote and support the institutionalisation of these processes. This may require amendments to the NA rules and regulations or changes to internal policies.

Resources – The NA does have restrictions on the resources it has for new areas of work, but the project will work with the NA to advocate to the Government of Tanzania for the funding it requires to meet its obligations. In addition, the project will reduce funding for key areas of work in the final year as a signal that there is expectation that the NA will start assume the costs for such activities.

IV. PROJECT MANAGEMENT

National Implementation (NIM),

The project will be nationally implemented as was LSP I which means that implementation and decision making are in hands of the National Assembly with limited, specifically designed implementation capacity support provided by UNDP (i.e. monitoring and evaluation, finance, high level technical advice). Of particular value is the politically neutral and trusted relationship established and maintained by UNDP in Tanzania and globally.

This ensures the activities of the project are directly implemented by the NA and the coordination and implementation of the project rests first and foremost with the NA. NIM also allows for the NA to have full "ownership" of the project and the results that are to be achieved. It is the role of UNDP to support the work of the NA in the project's implementation and to provide guidance to ensure the project is focused on achieving the identified outputs and is not solely focused on the delivery of activities.

NIM approach was important to facilitate the LSP to be a success. The key for this project is to ensure that the NAs implementation of the project is ensuring that the NA and its various components are instituting the required reforms and adjustments to policies and procedures that will meet the outcome of the project (and the goals of the NAs Strategic Plan).

Under NIM funds are advanced in quarterly advances to IP in support of activities agreed in the Annual work plan endorsed by the project board. Funds are disbursed based on request in the HACT⁴⁷ format, and a new advance can only be issued once the previous advance has been spent to at least 80% and properly accounted for. The IP is accountable to UNDP and the Government Coordination Agency (ministry of Finance) for reporting on progress towards achievement of results and to UNDP for documenting prudent and proper use of resources.

Long term project personnel from NA side will be assigned by the National Assembly. Chief Technical advisor, M&E specialist and driver will be hired by UNDP. The CTA will have an important decision making support function, but will not have the responsibility for decision making. Short term consultants are subject to procurement guidelines.

⁴⁷ The mode for transferring cash to IP will use Harmonized Approach to Cash Transfers (HACT) principles. HACT is UN common operational framework for transferring cash to government and non-government implementing partners. This is in line with signed UNDAPH 2016-2021 between the Government of Tanzania & UN Agencies. The Government has committed to comply with UN agencies' rules for the receipt of funds. HACT is part of the management rules and HACT related clauses are included in the standard text of the UNDP 2016-2021.

As per NIM guidelines, procurement will be undertaken by National assembly according to Government rules and procedure, or by UNDP using UNDP procedure when so requested.

Inputs will be agreed within the project work plans and obtained with full attention to value for money, fairness, integrity, transparency and competitive process.

Cost Efficiency and Effectiveness

The project will ensure cost efficiency during implementation through the following means:

- **Integration with Beneficiary Operations:** As with the LSP project, this project will be integrated into the Secretariat of the NA. This will allow for ownership of the project by the NA and ensure that there is no duplication of staffing positions between the NA and the project.
- **Limited Project Staffing:** Full-time posts contracted by the project will be kept to a minimum (CTA, M&E Specialist, Driver) to enable the NA to receive timely technical assistance and for the delivery of project activities. The bulk of the technical assistance to be provided by the project will be through short and medium-term technical experts.
- **Reliance on National Staff:** There will be just one international staff person contracted full-time by the project – the CTA. All other staff will be national.
- **Partnership with UN Agencies:** The project will engage other UN agencies to support the implementation of various activities and outputs, thus allowing for the maximum use of UN resources in Tanzania.
- **Partnership with other UNDP projects:** UNDP also has other projects in Tanzania that may tangentially touch on the work of this project. Projects being developed to support political parties and civil society will be matrixed with the activities and outputs of this project to ensure the maximum efficiency of resources and results. The project will strive to achieve positive synergy and strategic fit by combining multiple engagements (where feasible) to ensure timely cost effective use of the resources, avoid duplication and ensure legislature support Tanzania in meeting the democratic governance development challenges⁴⁸
- **Procurement of Equipment:** This is a capacity building project and any procurement of equipment will be directly related to strengthening NA functions, building the capacity of the NA, its staff, MPs and committees (e.g. – IT capacity to communicate with public; Hansard to expedite processing of records, constituency offices to interact with the NA and elected members).
- **Results-Oriented Capacity Building Tools:** Where the LSP project relied heavily on training seminars, this project will use other tools, such as attachments, piloting and mentoring that will allow for a greater transfer of knowledge for the same or less cost.

Location of the LSP II office

As the Speaker of the National Assembly, Mr. Job Ndugai, has directed that starting from July 2016 in addition to the parliamentary sessions all parliamentary standing committee meetings must be also conducted in Dodoma, the project will be implemented in two locations – Dodoma and Dar-es-Salaam. The NA will provide relevant premises in the parliament building in Dodoma. Full-time project staff hired by UNDP directly will share time between Dodoma and throughout the country as required.

Coordination of this project's activities and outputs with those of other implementing partners of the NA will be coordinated through the NA. Coordination with other UNDP and UN projects (i.e. – support to CSOs; support to political parties) will be done by the Democratic Governance Team of the UNDP CO.

⁴⁸ UNDP projects: Citizens' Voice and Participation; Preventing and Responding to Violent Extremism; Improved Access to Justice and Human Rights Promotion; Supporting Public and Private Anti-Corruption Initiatives in Tanzania; and Development Effectiveness.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDP/Country Programme Results and Resource Framework: <i>National Assembly of Tanzania is more open, accessible and inclusive</i>		TARGETS (by frequency of data collection)								
OUTCOME INDICATOR	DATA SOURCE	BASELINE		2016	2017	2018	2019	2020	2021	Final
		Value	Year							
MPs apply knowledge and skills to regularly produce evidence-based recommendations for the scrutiny of Bills and the monitoring of legislation	Hansard; Media Reports; Committee Reports; Evaluations	Use of evidence-based research to base recommendations of committees is limited	2016	Capacity of committees is enhanced	At least 2 committees conducting pilot Bill scrutiny or legislative oversight processes	At least 4 committees conducting pilot Bill scrutiny or legislative oversight processes; Lessons learned gathered	At least 4 committees conducting pilot Bill scrutiny or legislative oversight processes; NA Rules amended to reflect new practices	At least 2 committees conducting pilot Bill scrutiny or legislative oversight processes; NA rules are well implemented to reflect new practices	Practices and procedures of the NA are well implemented to reflect best practices & lessons learned on Committee Bill scrutiny and legislative oversight Improvement effected in the practices of committees bill review and legislative oversight	
Watchdog committees routinely apply knowledge on analysis and overseeing of Government Budget, revenue and expenditure	Hansard; Media Reports; Committee Reports; Evaluations	Use of evidence-based research to base recommendations of committees is limited	2016	Watchdog committees aware of need for evidence-based scrutiny	Watchdog committees conduct at least 2 evidence-based reviews of budget & SDGs	Watchdog committees conduct at least 4 evidence-based reviews of budget & SDGs	Watchdog committees conduct at least 4 evidence-based reviews of budget & SDGs	Watchdog committees conduct at least 2 evidence-based reviews of budget & SDGs	Overight of SDGs by committees becomes routine are well implemented to reflect best practices & lessons learned on Watchdog committee budget review and oversight	
MPs and staff apply knowledge and skills to conduct gender-based analysis	Committee Reports; Evaluations	National Assembly has some planning and groups related to gender and women's political empowerment, but not pervasive	2016	Knowledge on gender-based analysis shared with committees	At least 1 committee conducts gender analysis as part of pilot process	At least 3 committee conducts gender analysis as part of pilot process	At least 4 committee conducts gender analysis as part of pilot process	At least 2 committee conducts gender analysis as part of pilot process	Practices and procedures of the NA are well implemented to ensure gender analysis by committees is conducted consistently	

**Applicable Output(s) from the UNDP Strategic Plan:
Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance**

Project title and Atlas Project Number: Legislative Support Project II

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE					DATA COLLECTION METHODS & RISKS								
			Value	Year	2017	2018	2019		2020	2021	FINAL					
1. INCREASE THE CAPACITY OF NATIONAL ASSEMBLY TO EFFECTIVELY SCRUTINISE LEGISLATION AND ITS IMPLEMENTATION AND TO MONITOR GOVERNMENT PERFORMANCE IN A PARTICIPATORY MANNER																
Output 1 Increase the capacity of National Assembly to effectively scrutinise legislation and to monitor government performance in a participatory manner through inviting public hearings	1.1 Increased percentage of committees ⁴⁹ that conducts effective bill scrutiny ⁵⁰	Hansard media reports; committee reports; evaluation	Bill scrutiny leading to amendments is rare	2016	At least 2 committees conduct an evidence-based detailed review of 1 Bill each with recommendations for improvement	At least 3 committees conduct an evidence-based detailed review of at least 1 Bill each with recommendations for improvement	At least 4 committees conduct an evidence-based detailed review of at least 2 Bills each with recommendations for improvement	At least 4 committees conduct an evidence-based detailed review of at least 2 Bills each with recommendations for improvement; NA practices improved	At least 4 committees conduct an evidence-based detailed review of at least 2 Bills each with recommendations for improvement; NA practices improved	At least 5 private bill tabled and 18 private motions tabled, discussed in the House	At least 5 private bill tabled and 8 private motions tabled, discussed in the House	At least 1 private bill tabled and 6 private motions tabled, discussed in the House	At least 1 private members bill tabled and 4 private motions tabled, discussed in the House	2 private motions tabled, discussed in the House	Knowledge transferred and capacity built for MPs and relevant Secretariat staff	Review of Parliament Report/ LSP Quarterly progress reports Review
	1.2 Percentage increase of members with sufficient skills on marking up Government bills ⁵¹	1.3 Percentage of relevant staff who are able to draft simple legislative bills/amendments to bills	1.4 Increased capacity of individual MPs to initiate Private members bill and motions ⁵²	Level low level of capacities of members to initiate bills and private motions	2016	2016	2016	2016	2016	2016	At least 1 private bill tabled and 6 private motions tabled, discussed in the House	At least 1 private members bill tabled and 4 private motions tabled, discussed in the House	At least 1 private bill tabled and 8 private motions tabled, discussed in the House	At least 1 private members bill tabled and 4 private motions tabled, discussed in the House	2 private motions tabled, discussed in the House	Knowledge transferred and capacity built for MPs and relevant Secretariat staff

12

⁴⁶ There are 18 standing committees of the 11th parliament
⁴⁹ 12% of committees members have the capacity to conduct effective bill scrutiny (LSP Baseline Survey, 2016)
⁵¹ 25%⁵¹ of members have sufficient skills to marking up Government bills
⁵² 14% of MPs have capacity of individual MPs to initiate Private members bill and motion. (LSP Baseline Survey, 2016)

A.D

⁵³ The capacity for budget committee to scrutinize bills was at 16% (ISP Baseline Survey, 2016)

⁵⁴ Practices and procedures of the NA are revised to ensure the Budget Dept. has capacity, authority and tools to consistently produce quality evidence-based analytical reports

proposed government budget	in budget review process	study of the Budget Committee is conducted	annual national budget review process	Review of Budget Committee reports
<p>2.3 Increased proportion of recommendations/contributions from Members on the budget deliberations⁵⁵</p> <p>2.4 Improved quality of oversight processes⁵⁶ such as increase number of field visit made⁵⁷ by committees</p>	<p>2016</p> <p>Budget Dept. drafts multi-year strategic plan; Budget Dept. (through internal or external expertise) produces at least 2 evidence-based analytical reports that are used by Committee as recommendations for amendments to annual national budget</p>	<p>Budget Dept. (through internal or external expertise) produces at least 4 evidence-based analytical reports that are used by the Budget Committee for recommendations for amendments to annual government budget; Strategic Plan of Dept. implemented⁵⁸</p>	<p>Budget Dept. (through internal or external expertise) produces at least 6 evidence-based analytical reports that are used by the Budget Committee for recommendations for amendments to annual national budget; Strategic Plan of Dept. implemented;</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review</p> <p>LSP end of the year survey</p> <p>CSOs reports review</p>
<p>2.5 Increased capacity of Parliament to monitor implementation of Sustainable Development Goals⁵⁹ (SDGs)</p> <p>2.6 Number of progress reviews of SDGs by the committees⁶⁰ and recommendations made</p>	<p>2016</p> <p>Knowledge transfer to MPs & staff on SDGs</p>	<p>Watchdog Committees conduct oversight inquiries and produce reports on at least 2 SDGs;</p>	<p>Watchdog Committees conduct oversight inquiries and produce reports on at least 3 SDGs;</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review</p> <p>LSP end of the year survey</p> <p>CSOs reports review</p>
<p>Committee reports; Media reports; Hansard</p>	<p>SDGs just initiated; Limited knowledge of SDGs by MPs</p>	<p>Watchdog Committees conduct oversight inquiries and produce reports on at least 1 SDG</p>	<p>Watchdog Committees conduct oversight inquiries and produce reports on at least 1 SDG;</p>	<p>Oversight of SDGs by committees becomes routine;</p>
<p>Budget Dept. established in 2015; new authority just initiated</p>	<p>Budget Dept. finalises multi-year strategic plan; Budget Dept. (through internal or external expertise) produces at least 4 evidence-based analytical reports that are used by the Budget Committee for recommendations for amendments to annual national budget</p>	<p>Watchdog Committees conduct oversight inquiries and produce reports on at least 3 SDGs;</p>	<p>Watchdog Committees conduct oversight inquiries and produce reports on at least 3 SDGs;</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review</p> <p>LSP end of the year survey</p> <p>CSOs reports review</p>

Handwritten mark

⁵⁵ Capacity of parliament to review proposed government budget is 16% (Baseline Survey, 2016)

⁵⁶ In-depth field visits report and recommendations made

⁵⁷ For example, the use of committee field visits depends on the availability of funding and is generally rare (Baseline study and capacity assessment report, 2016)

⁵⁸ Need for update when the implementation of the Strategic Plan of the Budget Department commences

⁵⁹ Capacity of Parliament to monitor implementation of Sustainable Development Goals (SDGs) (Baseline Survey, 2016)

⁶⁰ At least 4 committee identified for the first year

<p>2.7 Number of CSOs, Academia and RI can be invited to be engaged in budget and expenditure review and whose recommendations can be taken on board</p>	<p>Media Reports; CSO Feedback; Evaluation</p>	<p>Public input into the work of the Budget Committee is limited</p>	<p>2016</p>	<p>Budget Committee in implementation of the action plan can involve broad public consultations, including possible field visits, during budget review process; Capacity of Budget Committee to engage public and CSOs is enhanced</p>	<p>During budget review process Budget Committee can conduct broad public consultations, including field visits and online consultations; to engage citizens and CSOs; Database of relevant CSOs for committee work is maintained</p>	<p>During budget review process Budget Committee can conduct broad public consultations, including field visits and online consultations; to engage citizens and CSOs; Database of relevant CSOs for committee work is maintained</p>	<p>During budget review process Budget Committee can conduct broad public consultations, including field visits and online consultations; to engage citizens and CSOs; Database of relevant CSOs for committee work is maintained</p>	<p>During budget review process Budget Committee can conduct broad public consultations, including field visits and online consultations; to engage citizens and CSOs; Database of relevant CSOs for committee work is maintained</p>	<p>Practices and procedures of the NA should well implemented to ensure Budget Committee has capacity, tools and funding to enable routine broad public consultations during the budget review process with citizens and CSOs; Database of relevant CSOs is operational</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey CSOs reports review</p>
<p>2.8 Increased capacity of Oversight/Watchdog Committees to actively review and oversee budget expenditures and audit reports</p>	<p>Media Reports; CSO Feedback; Committee Reports; Hansard</p>	<p>PAC has some capacity; other oversight committees have limited capacity to oversee expenditure</p>	<p>2016</p>	<p>Knowledge transferred and capacity built for relevant oversight/watchdog committees on budget oversight</p>	<p>At least 1 oversight/watchdog committee has data, evidence & public input upon which to report on implementation of the annual national budget, including review of annual audit and ministerial reports</p>	<p>At least 2 oversight/watchdog committees have data, evidence & public input upon which to report & make recommendations on implementation of the annual national budget, including review of annual audit and ministerial reports</p>	<p>At least 3 oversight/watchdog committees have data, evidence & public input upon which to report & make recommendations on implementation of the annual national budget, including review of annual audit and ministerial reports; Recommendations for NA practices and procedures developed and consulted upon</p>	<p>At least 1 oversight/watchdog committees have data, evidence & public input upon which to report & make recommendations on implementation of the annual national budget; Recommendations for revisions to NA practices & procedures considered</p>	<p>Practices and procedures of the NA are revised to ensure oversight/watchdog committees have capacity, authority, funding and tools to consistently produce quality evidence-based recommendations on the implementation of the annual national budget</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey CSOs reports review</p>

	<p>3.3 Increase accessibility and openness of parliamentary proceedings to the general public⁶²</p> <p>3.4 Increased percentage of public awareness and understanding of parliament role and activities⁶³</p> <p>3.5 Revamped and functional NA websites and number of people visits to both websites</p>	<p>NA reports studies and reports Media Reports</p>	<p>Outreach is common, but in limited formats</p>	<p>2016</p>	<p>Outreach Unit action plan developed and approved; Equipment for implementation of outreach plan is acquired</p>	<p>Outreach events engage at least 5,000 citizens annually</p> <p>At least 30% increase in number of visitors/viewers of the National Assembly Website database by 2020</p>	<p>Outreach events engage at least 10,000 citizens annually</p> <p>At least 2 TV and 4 radio programs produced and aired under new guidance</p> <p>At least 10000 copies of newsletters, 1000 flyers and 1000 CDs about Bunge issues availed to the regional libraries annually</p>	<p>Outreach events engage at least 15,000 citizens annually</p> <p>At least 4 TV and 8 radio programs produced and aired under new guidance</p> <p>At least 10000 copies of newsletters, 1000 flyers and 1000 CDs about Bunge issues availed to the regional libraries annually</p>	<p>Outreach events engage at least 20,000 citizens annually</p> <p>At least 6 TV and 10 radio programs produced and aired under new guidance</p> <p>At least 1000 copies of newsletters, 1000 flyers and 1000 CDs about Bunge issues availed to the regional libraries annually</p>	<p>Plans and tools (with adequate funding) for broad public outreach become routine</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review</p> <p>LSP end of the year survey</p> <p>CSOs reports review</p>
<p>3.6 Increased Capacity of MPs to access online and web-based tools⁶⁴</p> <p>3.7 Increased number of Members using the Business Centre</p> <p>3.8 Number of meetings/ trainings/ round table discussions capacity building programmes on improvement of ICT usage in the House and ICT strategy</p>	<p>NA Reports, LSP Report,</p>	<p>ICT usage is limited</p>	<p>2016</p>	<p>40% of MPs and 25% staff oriented on usage of ICT in the National Assembly</p>	<p>50% of MPs and 35% staff oriented on usage of ICT in the National Assembly</p>	<p>60% of MPs and 45% staff oriented on usage of ICT in the National Assembly</p>	<p>70% of MPs and 55% staff oriented on usage of ICT in the National Assembly</p>	<p>80% of MPs and 65% staff oriented on usage of ICT in the National Assembly by 2020</p>	<p>90% of MPs and 75% staff oriented on usage of ICT in the National Assembly by 2020</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review</p> <p>LSP end of the year survey</p>	

⁶² Extent to which parliamentary proceedings are open and accessible to the public 20% (LSP baseline survey, 2016)

⁶³ The majority of citizens (79%) disapproves or strongly disapproves of the government's decision to ban live television and radio coverage of Parliament. Almost all citizens (92%) do think that it is important that Parliament be aired live. Just 10% of citizens have not heard of the ban on live broadcasts from Parliament. <http://twaweza.org/go/sauti-bunge-live-en>

⁶⁴ Data shows that the overwhelming majority (approximately 87%) require capacity building in the use of online and web-based tools. (LSP baseline survey, 2016)

4. THE NA IS MORE EFFECTIVELY ENGAGE IN STRATEGIC LEADERSHIP, TRANSPARENCY AND EXTERNAL ENGAGEMENT

<p>Output 4 The NA is more effectively engaged in strategic leadership, transparency and external engagement</p>	<p>4.1 Number of issues tabled and discussed in the NA from PAP, SADC, PF and EALA and are decided by the parliament</p>	<p>Media Reports; Reports from MPs; Hansard; MP feedback</p>	<p>No dialogue before or after regional parliament sessions between MPs</p>	<p>2016</p>	<p>MPs to PAP, SADC PF & EALA conduct at least one pre- and post-consultation session per regional parliament; MPs have access to technical expertise prior to attending regional parliament session</p>	<p>MPs to PAP, SADC PF & EALA conduct at least one pre- and two post-consultation sessions per regional parliament; MPs have access to technical expertise prior to attending regional parliament session</p>	<p>MPs to PAP, SADC PF & EALA conduct at least two pre- and two post-consultation sessions per regional parliament; MPs have access to technical expertise prior to attending regional parliament session</p>	<p>MPs to PAP, SADC PF & EALA consistently have access to technical expertise and conduct pre- and post-session meetings with MPs of the NA</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey</p>
<p>4.2 Timely and regular submission of Government reports made available to Committees for discussion and analysis</p>	<p>Evaluation</p>	<p>Legislative agenda is not well shared in a timely manner; Dialogue between NA and GoT is inadequate</p>	<p>2016</p>	<p>At least 1 formal dialogue between NA and GoT; Mechanism in place to provide NA with Legislative Agenda in timely manner</p>	<p>At least 2 formal dialogues between NA and GoT; GoT legislative agenda shared with NA in a timely manner; Plan for greater parliamentary performance strengthened</p>	<p>At least 3 formal dialogues between NA and GoT; GoT legislative agenda shared with NA in a timely manner; Plan for greater parliamentary autonomy is strengthened</p>	<p>At least 4 formal dialogues between NA and GoT; GoT legislative agenda shared with NA in a timely manner; Plan for greater parliamentary autonomy continue to be strengthened</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey CSOs reports review</p>	
<p>4.3 Percentage level of implementation of recommendations of OGP</p>	<p>Evaluation; CSO feedback; NA Reports</p>	<p>NA does not meet standards; limited openness</p>	<p>2016</p>	<p>Action plan for adopting Open Government Project standards with regard to an open parliament is strengthened, including engagement of civil society</p>	<p>Action plan for an open parliament is improved based on Open Government Project standards</p>	<p>Open Government Project standards as they apply to parliaments are implemented</p>	<p>Open Government Project standards for parliaments that create greater access to information and transparency in the work of the NA</p>	<p>Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey</p>	

Output 4.1 NA Secretariat has capacity to provide effective and timely support to MPs	4.6 A comprehensive professional parliamentary development plan/short term and long term training strategy can be developed for Staff 4.7 Increased number of staff taken to department specific trainings as identified in capacity needs assessment	NA reports, LSP Reports	NA comprehensive training plan still not finalized and adopted	2016	Finalized and adopted comprehensive training plan for staff	30% of staff taken to departmental specific training	50% of staff taken to departmental specific training	70% of staff taken to departmental specific training	80% of staff taken to departmental specific training	A comprehensive technical skills development plan ^s developed and equitably implemented by 2020	CSOs reports review Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey CSOs reports review
--	--	-------------------------	--	------	---	--	--	--	--	--	--

5. GENDER IS MAINSTREAMED IN ALL FUNCTIONS OF THE NATIONAL ASSEMBLY											
Output 5 Gender is mainstreamed in all functions of the National Assembly	5.1 Number of oversight and selected sectoral committees demonstrate the capacity and commitment to conduct gender analysis and mainstream gender into policies and bills of the parliament 5.2 Number of capacity building initiatives delivered on gender mainstreaming and analysis 5.3 Increased capacity of committees to conduct gender	CSO Feedback ; NA Reports	Committees have limited capacity to conduct gender responsive analysis	2016	Support the NA to conduct an assessment/ review/evaluation of institutional structure, operations and procedures of the NA to influence gender sensitive reforms in the NA	Capacity building support for relevant committees in gender mainstreaming and analysis conducted	At least 2 oversight committee develops & implements an action plan to scrutinize policies and programmes and their impact positively on gender equality	At least 2 oversight committee develops & implements an action plan to scrutinize policies and programmes and their impact positively on gender equality	At least 1 committee is selected and strengthened to lead reviewing and scrutinizing government policies legislation and budget from a gender perspective	Oversight and watchdog committees have the capacity and opportunity to scrutinize policies and programmes in a gender perspective	Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey CSOs reports review
		Media Reports; Committee	Some capacity amongst staff for	2016	Knowledge transferred and capacity built for relevant	At least 1 committee identified in Output 2 develops	At least 2 committees identified in Output 2 develops	At least 3 committees identified in Output 2 develops	At least 1 committees identified in Output 2 develops	Budget and oversight/watchdog committees routinely conduct	Review of Parliament Report/ LSP Quarterly

19

65 Containing both short and long term trainings

	responsive budget analysis 5.4. Number of capacity building programmes delivered on gender responsive budgeting	Reports; Evaluation	gender mainstreaming (GM); limited capacity of MPs and committees for GM	2016	committees on gender responsive budget analysis	& implements an action plan to ensure effective gender responsive budget analysis during budget cycle	& implements an action plan to ensure effective gender responsive budget analysis during budget cycle	& implements an action plan to ensure effective gender responsive budget analysis during budget cycle	& implements an action plan to ensure effective gender responsive budget analysis during budget cycle	gender responsive budget analysis as part of broader budget review	progress reports Review LSP end of the year survey CSOs reports review
	5.5. Percentage increase in the number of Women MPs that have transformational leadership skills and capacity to influence decision making in their respective committees in a transformative way 5.6. Number of capacity building programme in transformational leadership and gender responsive legislation delivered	Citizen & CSO feedback; Media reports, NA reports	Female MPs have limited leadership skills and capacity to influence policy direction and parliamentary procedure in a gender perspective	2016	Capacity needs assessment of Female MPs in the NA with a gender perspective conducted	Develop a gender responsive training programme with focus on transformational leadership, gender responsive legislation	At least 50% of Women MPs leadership capacity improved through transformational leadership and effective legislation capacity building programme	At least 50% of Women MPs leadership capacity improved through transformational leadership and effective legislation capacity building programme	NA based on the Gender strategy, adopts and implement affirmative action measures to give opportunity to women in the NA leadership positions (including committee chairs and other NA leadership positions)	Female MPs influence policy direction, provide quality interventions (initiate and table private membership motions, amendments to bills, parliamentary procedures and practice) and serve as role models to other women.	Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey CSOs reports review
	5.7. NA promotes a HeForShe Advocacy Strategy to promote Male MPs as Champions and Change Agent for promoting gender equality into the work of parliament 5.8. Number of male MPs identified as Champions and Role Models for HeForShe	CSO Feedback, Secretariat Feedback	NA has no dedicated gender equality male champions	2016	Support NA to promote HeForShe Advocacy Strategy to promote male MPs as champions and Change Agent for gender equality in and outside the NA	At least 30 Male MPs trained and identified as champions and change agent to promote gender equality in and outside the NA	At least 20 Male MPs trained and identified as champions and change agent to promote gender equality in and outside the NA	At least 10 identified male Champions advocate and lobby for the promotion of gender equality in the works of the NA and government.	At least 10 identified Male Champions continue to advocate and lobby for the promotion of gender equality in the works of the NA and Government.	Male MPs as Champions and role models influence policy direction and procedures of the NA and complement on the work of TWPG including CSOs to promote gender equality	Review of Parliament Report/ LSP Quarterly progress reports Review LSP end of the year survey CSOs reports review

from a gender perspective	CSO Feedback at Secretariat	No Gender Strategy to support its work in integrating gender within the NA	2016	build relevant capacity	gender mainstreaming and gender analysis	politics and programme	advocacy and lobbying, initiating private membership motions	CSOs review reports
5.1.2. Comprehensive NA gender strategy developed and approved	CSO Feedback at Secretariat	No Gender Strategy to support its work in integrating gender within the NA	2016	Support the NA in development and further implementation of its Gender Strategic Plan	Support the NA in implementing its Gender Strategic Plan	NA Gender Strategic Plan reviewed & revised. Support NA in review of practices in 4.7 to ensure gender issues reflected	NA Secretariat has institutional policies, practices and capacity to encourage, promote and maintain more women in leadership positions, practices and procedures of NA have been reviewed with consideration of gender issues	Review of Parliament Report/ Quarterly progress reports Review LSP end of the year survey CSOs reports

VI. MONITORING AND EVALUATION

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

Within the annual cycle

1. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
2. 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.
3. Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
4. Based on the above information recorded in Atlas, Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard UNDP report format.
5. 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
6. a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

7. Annually
8. Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board.
9. 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.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Feedback Sessions	Identify on an ongoing basis what is and is not working and how to address any challenges for future programming.	After each activity is completed	Regular meetings amongst those implementing a given activity to identify lessons learned, challenges, funding constraints and other aspects in the delivery of an activity.	National Assembly	78 000
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	National Assembly	84 000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	National Assembly	60 000
Learn	Relevant lessons are captured by the project team and used to inform management decisions.	At least annually	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	National Assembly	158 000

Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	National Assembly	60 000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	National Assembly	25 000
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	Project Board and key stakeholders monitor project performance and the results achieved against pre-defined annual targets at the output level and came out with management recommendations and decisions to improve performance in case of need.	National Assembly	25 000
Mid-term evaluation	External independent consultant(s) will carry out mid-term evaluation to assess results, progress, challenges, risks, best practices and lessons learned as well as to provide recommendations for the remaining implementation.	Third year of the project	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve remaining project performance.	National Assembly	50 000
Terminal evaluation	External independent consultant(s) will carry out terminal project evaluation to capture results, challenges, best practices and lessons learned as well as to provide recommendations for future legislature strengthening.	At the end of the project	Areas of strength and weakness will be reviewed by project management and implementing partners and recommendation prepared for future programming	National Assembly	50 000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the	Twice per Year	Any quality concerns or slower than expected progress should be discussed by the project board	National Assembly	60 000

A.D

	<p>project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>		<p>and management actions agreed to address the issues identified.</p>		
--	---	--	--	--	--

MULTI-YEAR WORK PLAN 5667

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 2017	Y2 2018	Y3 2019	Y4 2020	Y5 2021		Funding Source	Budget Description	Amount In USD
Output 1. Increase the capacity of National Assembly to effectively scrutinise legislation and its implementation and to monitor government performance in a participatory manner	1.1 Parliamentary committees skilled to conduct and deliver efficiently the review of Bills based on public feedback and expert opinion	150 000	150 000	150 000	50 000	50 000	NA	UNDP	Knowledge Products Trainings Public Hearings Procurement National and international experts Monitoring Printing	550 000
	1.2 Selected number of committees capacitated and able to monitor government based on public feedback and expert opinion	120 000	120 000	120 000	50 000	50 000	NA	UNDP	Knowledge products National and international experts Study Visits Trainings Public Hearings Printing	575 000

⁶⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

1.3 MPs skilled and secretariat capacitated to support efficiently the initiation of Private members bill ⁶⁸ Comprehensive tool kit on process, rules, procedures and roles produced	50 000	3	50 000	3	30 000	20 000	NA	UNDP	Knowledge Products Trainings National/ international experts Printing	200 000
1.4 Best practices presented on issues related to Private motions (procedure, formulation, discussion and follow up in the National Assembly)	45 000	4	40 000	4	20 000	50 000	NA	UNDP	Knowledge Products Trainings National and international experts Capacity building Printing	200 000
1.5 Joint consultations of beneficiary committees with Civil society organizations that participate in legislative proceedings or engage in advocacy with national legislature and committees ⁶⁹	50 000	5	70 000	5	30 000	30 000	NA	UNDP	Knowledge Products Trainings Procurement National and international experts Capacity building Travel Conference/ roundtable cost	210 000
1.6 Multiple fora for citizens' engagement in parliamentary affairs ⁷⁰	50 000	6	50 000	6	30 000	50 000	NA	UNDP	Knowledge Products National and international experts	230 000

⁶⁸ Only 14% of MPs have capacity of individual MPs to initiate Private members bill and motion (LSP Baseline Survey, 2016)

⁶⁹ Capacity of Parliament to network with key stakeholders during law making process was 13.4%⁶⁹ (LSP Baseline Survey, 2016)

⁷⁰ Assessment from a wide range of CSOs and media as shown below indicate that the few public hearings conducted were not given adequate time; and inputs from stakeholders were not seriously taken into account in the final legislative process. Besides, under the Parliamentary standing orders the government is allowed to request the extra-ordinary approval of bills through presenting bills under certificate of urgency. In such cases the review and enactment of the draft bills is conducted through an expedited law making process thereby limiting both the ability of Parliament and other stakeholders to scrutinize bills

	Independent experts in budget review							50 000	NA		Hearings Public consultations National international Experts	240 000
	2.5 Oversight and portfolio Committees monitor government expenditures	100 000	75 000	75 000	75 000	50 000	50 000	50 000	NA	UNDP	Workshops Technical Advice Knowledge Products Field Visits Hearings Public consultations National/ International Experts	350 000
	2.6 Support establishment of research protocols (inclusive outsourcing management, access to external expertise, independent studies)	50 000	50 000	50 000	50 000	25 000	25 000	25 000	NA	UNDP	Knowledge Products Outsourcing Technical advice Consultations Publication National/ international experts	200 000
	2.7 Support development and institutionalization of oversight best practice tools and guidelines	25 000	25 000	25 000	25 000	-	-	-	NA	UNDP	Knowledge Products Outsourcing Technical advice Publication	75 000
	MONITORING	20 000	20 000	20 000	20 000	20 000	20 000	20 000	NA	UNDP	Consultations	100 000
	Sub-Total for Output 2											2.145.000
Output 3:	Enhance the capacity of the NA to engage citizens and represent their interests in the work of the parliament	250 000	200 000	100 000	50 000	75 000	75 000	75 000	NA	UNDP	Baseline study/survey Technical Advice Knowledge Products Capacity building Procurement	775 000

Output 4: The NA is more effectively engaged in strategic leadership, transparency and external engagement	4.1 Build capacity of NA and MPs to be effectively involved in regional cooperation and represent country at regional parliaments	100 000 22	50 000 22	50 000	50 000	50 000	NA	UNDP	Knowledge products Capacity building Technical Advice Research National/international experts	300 000	
	4.2 Establish coordination process for support to NA	30 000 21	30 000 23	30 000	30 000	30 000	NA	UNDP	Annual Coordination meetings Capacity building Knowledge products Publication Technical support	150 000	
	4.3 Establish and maintain NA-civil society dialogue process (inclusive CSO data base and coordination mechanism)	30 000 24	30 000 24	30 000	30 000	30 000	30 000	NA	UNDP	Workshops Technical Advice Consultations Publications Knowledge products Participation cost	150 000
	4.4 NA leadership supported in relationship with Government of Tanzania	45 000 25	45 000 25	45 000	25 000	45 000	45 000	NA	UNDP	Technical Advice Round tables Study tour Consultations Capacity building Research	205 000
	4.5 Adopt standards of Open Government Project as they relate to parliaments	30 000 26	30 000 26	20 000	-	20 000	20 000	NA	UNDP	Networking Workshops Awareness building Technical Advice Consultations	100 000
	4.6 Revision of NA procedures and policies, Code of Conduct	75 000 27	75 000 27	75 000	50 000	100 000	100 000	NA	UNDP	Technical Advice Consultations National/international experts Publication	375 000

Output 5 Gender is mainstreamed in all functions of the National Assembly	4.7 NA internal document management system (software, IT/LAN procedures, hardware)	45 000	45 000	30 000	30 000	30 000	30 000	15 000	NA	UNDP	Equipment Technical Advice Training Knowledge product Consultations Procurement Local consultants	165 000	
	4.8 Support Parliament to have specific skills, processes and protocols for engaging expertise in relevant legislative and oversight work	40 000	40 000	30 000	30 000	30 000	30 000	15 000	NA	UNDP	Technical Advice Capacity building Publications Knowledge product Consultations	125 000	
	4.9 Support HR department coordination and implementation of corporate plan in part human resource development	100 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	NA	UNDP	Technical Advice Attachment National Expert Knowledge product Consultations Procurement	300 000
	MONITORING	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	NA	UNDP	Consultations	100 000
	Sub-total for Output 4												1 970 000
	5.1 Selected Sectoral and Oversight Committees have Capacity to conduct gender analysis and gender mainstreaming	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	NA	UNDP UN Women	Technical Advice Training Knowledge product	250 000
	5.2. Budget and oversight committees conduct gender budget analyses	50 000	50 000	50 000	50 000	50 000	50 000	50 000	50 000	NA	UNDP	Technical Advice Training Knowledge product	250 000

	oversight and representational role effectively.	50 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	NA	UNDP UN Women	Technical advice, National and international experts Capacity building Knowledge Products Public consultation Procurement consultations	130 000
	5.8. Technical (gender expertise) and financial support provided to support the development, adoption and implementation of Comprehensive gender strategy for the NA.	50 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	NA	UNDP UN women		100 000
	MONITORING	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	NA			100 000
	Subtotal												2,240,000
	EVALUATION												100 000
	(CTA, M&E specialist, driver, Program specialist, program analyst, finance, procurement, compliance, rent for office space)	175 000	175 000	175 000	175 000	175 000	175 000	175 000	175 000	PS	UNDP		875 000
	Total Programme Funds												11,820,000
	General Management Support (8%)												945,600
	TOTAL												12,765,600

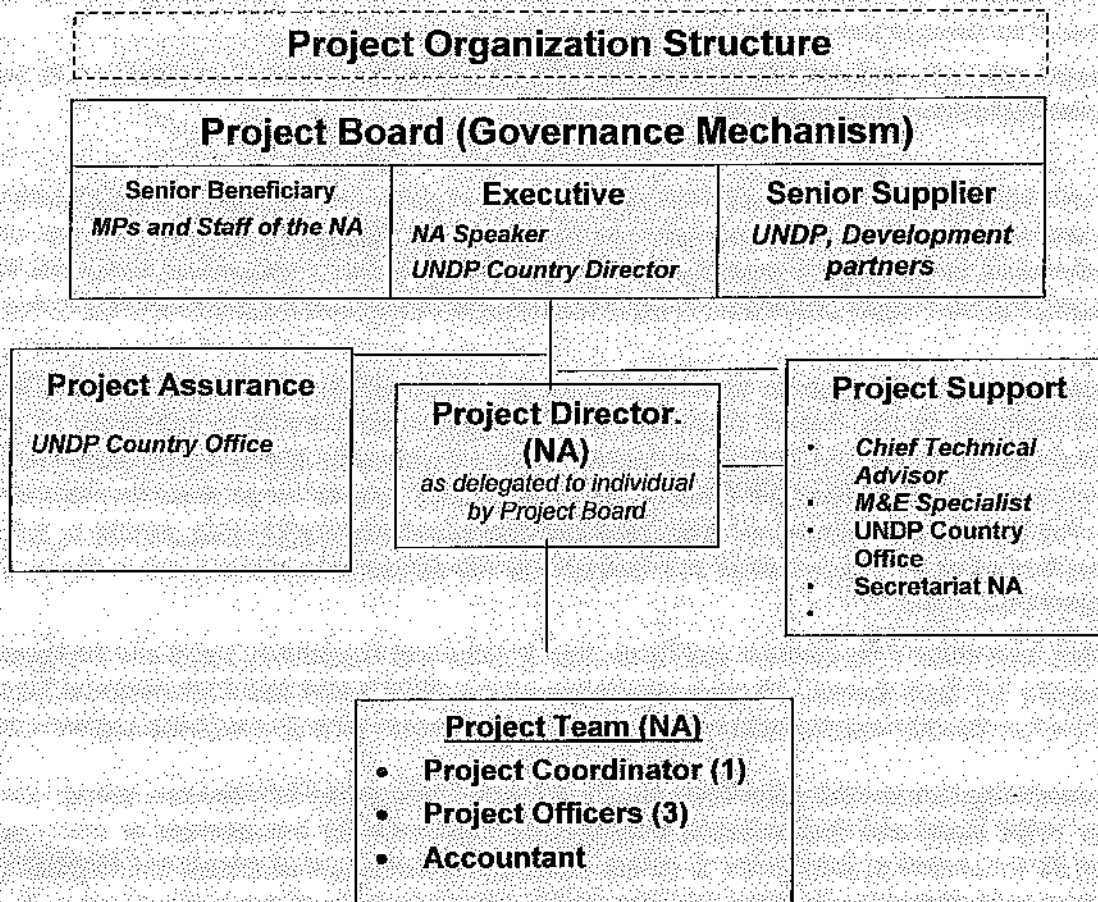
VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project Board will be the decision-making body for this project. It shall meet twice a year to consider and adopt the annual work plan for the project, to review the implementation of the project and to make any amendments to the project document. Board composition will be:

1. The Speaker of the National Assembly and the Country Director for UNDP Tanzania will co-chair the Project Board.
2. Senior Beneficiaries:
Parliamentary Service Commission (3 MPs, with at least one from the opposition)
3. Senior Supplier: 1 Development Partner that has provided funding to the Project (to be rotated on an annual basis as determined amongst the Development Partners)
4. Ex-Officio Members:
 - NA Secretariat Management Group
 - UN women
 - Development Partners who have funded the project (other than the one designated as the Supplier representative)
 - Chief Technical Adviser
 - Project Coordinator
 - UN Women

On a day-to-day basis the project will be managed by the Project Coordinator (PC) under guidance of the Clerk of the National Assembly (who will act as the Director of the Project) and with the support of the Chief Technical Adviser (CTA). The CTA responsibilities are laid out in the ToR for the post attached as an annex to this document. The CTA and PC will be assisted in the management of the project by a National Project Officer. As with the LSP project, an M&E Specialist will be contracted on a full-time basis to collect data and information on the delivery of the project. The project will contract a driver on a full-time basis.

The project will receive ongoing support from the UNDP Tanzania Country Office. The Democratic Governance Unit of the Country Office will provide (i) quality assurance to the work of the project; administrative & logistical support; and (iii) access to UNDP databases and information for the identification of technical experts.



VIII. LEGAL CONTEXT AND RISK

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the National Assembly of Tanzania ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions], 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. To this end, 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.
2. 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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner].
 3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
 4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
 6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

IX. ANNEXES

1. Risk Analysis.

Project Title: Legislative Support Project II	Award ID:	Date:
--	------------------	--------------

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Inadequate institutional capacity to deliver reforms	July 2016	Operational	The capacity of the NA has increased in previous years and this risk should continue to diminish, but from time-to-time such challenges will still occur. Probability: 3 Impact: 2	<ul style="list-style-type: none"> Ongoing dialogue with beneficiary Annual work planning Temporary supplemental support 	NA			
2	Project move to Dodoma and UNDP support	July 2016	Operational	With the move of almost all NA staff to Dodoma in the coming years, the project will also have to be based in Dodoma, but there is no UNDP support structure in the capital, which may lead to logistical or human resource challenges. P = 3 I = 2	<ul style="list-style-type: none"> Long-term planning for impact of move to Dodoma Increase UNDP support in Dodoma 	<ul style="list-style-type: none"> UNDP 			
3	Inadequate political will to implement	July 2016	Political	By endorsing this project, the NA is agreeing that the activities and outputs as presented are to be	<ul style="list-style-type: none"> Ongoing engagement and 	<ul style="list-style-type: none"> NA 			

	specific reforms to make the NA more effective			implemented, but political realities change, and the project could be challenged to achieve results if political will dissipates. P = 3 I = 4	<ul style="list-style-type: none"> dialogue with senior NA staff Routine dialogue with Speaker of NA Routine dialogue with party groups Monitoring of political situation 				
4	Low capacity to establish or maintain key partnerships for effective delivery of outputs and the outcome	July 2016	Organisational Political	Partnerships with committees within the NA and with external actors, such as the Government or civil society, must be established and effective managed to ensure the project is able to achieve results. P = 2 I = 2	<ul style="list-style-type: none"> Ongoing dialogue with leadership of partner groups Addressing the needs of partners in the planning and implementation of the project Addressing concerns of partners as they arise 	<ul style="list-style-type: none"> NPD Project Coordinator CTA 			
5	Breakdown of political dialogue amongst parties (e.g. – boycott of NA by opposition)	July 2016	Political	Though unlikely, if the opposition were to boycott the NA proceedings for an extended period of time the project would be placed in a situation where its work with committees and MPs would be compromised. P = 2 I = 4	<ul style="list-style-type: none"> Strengthen inter-party relationships through all-party groups and committees Dialogue with party groups regularly Build ownership of the project by government and opposition MPs 	<ul style="list-style-type: none"> CTA 			

6	Impact of elections on work of NA	July 2016	Political	<p>New elections will be held before the end of this project, which may impact on the commitment of the NA and the key interlocutors engaged by the project.</p> <p>P = 2 I = 2</p>	<ul style="list-style-type: none"> Plan around election cycle Ensure key changes to the institution are considered before end of 11th Term of NA 	<ul style="list-style-type: none"> CTA NPC 		
7	Constitutional Review process distracts NA and MPs from other work	September 2016	Operational Political	<p>If the constitutional review process is revived it could lead to MPs and committees turning their focus to that work and away from law making and oversight - the focus of the project</p>	<ul style="list-style-type: none"> Monitor constitutional process Adjust outputs if constitutional process is a long-term distraction 	<ul style="list-style-type: none"> CTA NPC 		
8	Limited financial resources to allow for sustainability of the project results	July 2016	Organisational Political	<p>The NA does not have complete control of its annual budget. There must be agreement from the Ministry of Finance for the amounts it needs to be operational. This means that any extra funding required to institutionalise the results of the project may not be forthcoming when needed.</p> <p>P = 2 I = 3</p>	<ul style="list-style-type: none"> Build the capacity of the NA to produce evidence-based funding requests Promote the financial independence of the NA Advocate for co-funding of project activities 	<ul style="list-style-type: none"> National Project Director 		

Annex 2. Project Board Terms of Reference

Project Board Roles and Responsibilities

Overview

The Project Board (PB) is responsible for making management decisions for a project by consensus. When there is no consensus, final decision rests with the UNDP Country Director in consultation with the Speaker of the National Assembly. Below is a list of the key duties of the Project Board:

- Act as the Local Project Appraisal Committee (LPAC) while reviewing the draft project document and review the potential members of the Project Board & recommends for approval. Representative of other stakeholders can be included in the Board as appropriate.
- PB is consulted by the Project Coordinator (PC) or decisions when PC tolerances (i.e. deviation in term of time and budget) have been exceeded. This tolerance defines the performance limits within which there is no need for the PC to refer back to the Project Board. It quantifies the deviation from the activity and budget schedule. Therefore, the financial resources and timescales should be detailed in the detailed quarterly y & annual work plans. Tolerance will be 10% for financial resources & two weeks for timeliness unless the PB has decided otherwise, and up to a maximum of 15% and 3 weeks respectively.
- Ensure that required resources are committed and negotiates a solution to any problems between the project and external bodies.
- Delegates as required its Project Assurance responsibilities noting that UNDP has the mandate to carry out the assurance role.
- For Nationally implemented (NIM) projects, Government policies & procedures apply. When UNDP assumes the role of Responsible Party upon request by the Implementing Partner, or when UNDP directly implements a project, UNDP policies & procedures apply.

Specific responsibilities during implementation of the project:

- Review and approve the Initiation Plan,
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage;
- Review and appraise AWP, including ATLAS reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan,
- Combined Delivery Report and Project Budget Balance Report focusing on the expenditures incurred & budget balances.
- Provide overall guidance and direction to the project,
- Address project issues as raised by the Project Coordinator.
- Provide guidance and agree on possible countermeasures/management actions to address specific risks.
- Agree on Project Coordinator's tolerances in the Annual Work Plan and detailed quarterly plans when required.
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review annual Combined Delivery Reports (CDR) prior to certification by the Implementing Partner.
- Appraise the Project Annual Review Report, make recommendations for the next AWP and inform the Outcome Board (UNDAP PMC) about the results of the review.
- Assess and decide on project changes through revisions;

When closing the Project:

- Assure that all Project deliverables have been produced satisfactorily at the end of the project.
- Review and approve the Final Project Review Report and Lessons Learned Report and make recommendations for follow-on.

- Make recommendations for follow-on actions to be submitted to the Outcome Board or its alternative.
- Commission project evaluation when required.
- Notify operational completion of the project to the Outcome Board or its alternative and UNDP Country Director.

Composition of the Project Board:

- 1) Executive: The Speaker of the National Assembly and the Country Director for UNDP Tanzania will co-chair the Project Board.

The Executive is responsible for the project, supported by the Senior Beneficiary and Senior Supplier. Its role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities:

- Ensure the Project has a coherent organization structure and set of plans.
- Set tolerances in the AWP and other plans for the Project Coordinator.
- Monitor and control the progress of the project.
- Ensure that risks are being tracked & mitigated.
- Brief Outcome Board or its alternative body & relevant stakeholders about project progress.
- Organize and chair Project Board meetings.

The Executive is responsible for overall assurance of the project. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions noting that UNDP has its mandate to carry out the assurance role.

- 2) Senior Supplier: One of the Development Partners that has provided funding to the Project (to be determined amongst the Development Partners)

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing) & provides guidance regarding the technical feasibility of the project. It commits or acquires resources required.

Specific Responsibilities:

- Make sure that progress towards the outputs remains consistent.
- Focus on the expected project output(s).
- Ensure availability of resources.
- Contribute its opinions on Project Board decisions on whether to implement recommendations on proposed changes.
- Arbitrate on, and ensure resolution of, any of its priority or resource conflicts.

The supplier assurance role responsibilities are:

- Advise on the selection of strategy, design and methods to carry out project activities.
- Ensure that any standards defined for the project are met and used to good effect.
- Monitor potential changes and their impact on the quality of deliverables.
- Monitor any risks in the implementation aspects of the project.

- 3) Senior Beneficiary: The Service Commission

The Senior Beneficiary role represents the interests of all those who will benefit from the project.

Specific Responsibilities:

- Ensure the expected output(s) and related activities of the project are well defined.
- Make sure that progress towards the outputs required by the beneficiaries remains consistent.
- Prioritize and contribute beneficiaries' opinions on Project Board decisions.
- Resolve priority conflicts.

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the needs is accurate & complete.
- Ensure that activities are progressing towards that target.
- Evaluate the Impact of potential changes.
- Monitor the risks.

4) Ex-Officio Members:

- Development Partners who have funded the project (other than the one designated as the Supplier representative)
- UN women
- Chief Technical Adviser
- Project Coordinator

Ex-officio members will have the right to attend the meetings of the Project Board but will not have a vote at the time designated for decisions.

Specific Responsibilities:

- Provide information to the Project Board during meetings
- Raise questions and provide answers as requested
- Ensure progress towards expected outputs and outcomes is maintained
- Support the role of the Project Board in resolving priority conflicts

Annex 3. TORs of key management positions

I. Position Information
<p>Title: Chief Technical Adviser Location: Dodoma, Tanzania (with travel to Dar es Salaam and possibly other parts of the country) Type of Contract : FTA International Post Level : P-5 Languages Required: English Duration of Initial Contract: 1 year initially (Extendable)</p>
II. BACKGROUND INFORMATION
<p>Within the framework of the United Nations Development Assistance Plan II for Tanzania (2016-2021), and UNDP Country Programme Document (CPD), UNDP is currently preparing a new Legislature Support Project (2016-2021) expected to start in October 2016 to assist the strengthening the National Assembly of Tanzania to improve legislative, oversight and representative capacities as well as Secretariat's support</p>

and management capacity with strong progress in gender development. This will contribute to achievement of SDG16.

The new project will be aligned with national development priorities as set out in Tanzania's Five Year Development Plan and will be firmly anchored in the Corporate Plan of the National Assembly. It builds on existing success of and lessons learned from previous Legislature Support Project (2011-2016) ending in September 2016 and currently being evaluated.

Taking into account the status, capacities and needs of the NA the new project is expected to provide support to the National Assembly by focusing on five outputs; (i) increase the capacity of committees to engage and receive feedback from citizens; (ii) make the NA more accessible to all citizens; (iii) increase the capacity of the NA to oversee government activities and expenditures; (iv) promote gender equality throughout the work of the NA; and (v) enhance the capacity of the Office of the Speaker to engage stakeholders.

This will eventually enhance Members' legislative, oversight and representative capacities and assist the Secretariat to deliver and institutionalize upgraded services to Members. Initiatives will target parliamentarians, their committees, and the Secretariats as well as key stakeholders for citizens' engagement with the legislatures. Through an emphasis on partnerships with national stakeholders leveraging South-South cooperation, the five-year project seeks to strengthen and enhance the capacity of MPs and their committees to better exercise their core functions and better engage with the citizens: law making, executive oversight including national budget approval and oversight, and representation of constituents/citizens. It will also strengthen the support and management functions of the Secretariats of both legislatures to ensure sustainable delivery of effective services to parliamentarians as well as promote mainstreaming of gender equality in the working of the parliaments and empower the women parliamentarians. The programming of the future parliamentary support shall take into account the lessons learned from the current project, the terminal project evaluation, the baseline study and the capacity needs assessment and the political context.

Based in Dar es Salaam, the Senior Parliament Advisor (SPA), expected to be on board 1st November 2016 and will be coordinating project technical assistance to the National Assembly and work in close partnership with the National Project Directors (NPD) at the National Assembly to provide technical guidance and substantive inputs to project implementation. Within the administrative structure of each Secretariat, the two NPDs have overall responsibility for the management of the project as well as the achievement of project outputs. They report to a Project Board, co-chaired by representatives of the two Speakers and the UNDP. The Project Board is responsible for strategy, policy guidance, planning and oversight of the project.

The Senior Parliament Advisor will provide high-level technical assistance to the development and implementation of the project work plan, and provide support and advice to the implementation of activities. A specific function of the SPA will be to help MPs and their staff advance performance within the respective areas of constitutional responsibilities. He/she will work closely with the National Project Director and National Project Coordinator and the Speaker and the Clerk to ensure national ownership of all project inputs and activities. The National Project Coordinator will be the key interlocutor for day-to-day work. The SPA will also work in coordination with the UNDP and other UN stakeholders including UN Women. The SPA will maintain an effective network with Committee Chairs, Members, the Secretariats, Government officials responsible for parliamentary relations, and others.

The SPA works under the overall supervision of the UNDP Country Director and reports regularly to UNDP through the Governance Programme Specialist responsible for parliamentary strengthening. UNDP will assess the performance of the SPA based on at least annual evaluation by the NPD and counterpart staff of the quality and adequacy of technical assistance delivered and according to the below performance

criteria. SPA will be expected to lead a small team of specialists to be recruited under the project to provide support to both legislatures in close consultation with the NPDs. She/He may also supervise sub-contracted short term consultants if requested by the NPD.

Depending on the political developments in Zanzibar should UNDP and Donor partners agree to design a new support to Zanzibar, the Senior Parliamentary advisor will be expected to advise and assist in the design and formulation of the interventions related to the Zanzibar Legislature.

III. DUTIES AND RESPONSIBILITIES

The CTA will be responsible for the overall guidance and strategic advice to the Legislative Support Project and act as a principal advisor to the implementing partner agencies.

The CTA will have the following responsibilities:

- Provide strategic guidance to the UNDP CO, LSP project and national partners, in particular National Assembly, on the programmatic areas of the LSP project;
- Provide quality assurance of project activities and its results;
- Provide policy advice and technical guidance to the national implementing partners, in particular the National Assembly, project donors, LSP project team and UNDP CO on legislative support and other thematic and programmatic issues;
- Support partnership building, synergies and resource mobilization;
- Support sector-wide coordination, communication and strategic planning efforts;
- Ensure Strengthening the demand side of the project through increasing gender and social inclusion work and partnership with CSOs;
- Ensure knowledge management and professional capacity development of the LSP project Programme team and national counterparts; and
- Any other tasks as assigned by the NPD and Senior Management of UNDP.

Provide strategic guidance to the UNDP CO, LSP project and national partners, in particular National Assembly, on the programmatic areas of the LSP project;

- Provide advice to the NPD, LSP project staff and implementing partners to plan the activities of the project and monitor progress against the agreed indicators and targets;
- Strengthen effective monitoring and evaluation systems for LSP project and reporting systems;
- Continuously review the project status and provide strategic and policy advice to the Project Board on required follow up and or corrective action;
- Oversee the work of LSP Project staff and ensure quality and timeliness of delivery;
- Create professional development opportunities for the Programme staff.

Provide quality assurance of Programme activities and its results:

- Ensure cohesion and coordination among the different components of the project;
- Provide technical advice to NPD and NPC on legislative support issues and guidance to the overall strategic vision with a view to building national capacities, strengthening parliamentarism, to support the overarching objective of the UN;
- Provide guidance to NPC on the day to day implementation of the project activities;
- Provide strategic advice to all project components assuming quality control of implementation and support NPC in the coordination of the implementation of planned activities;
- Support NPC and national technical staff in managing delivery of the Programme components;
- Provide necessary support to the project to ensure quality planning and reporting.

Provide policy advice and technical guidance to the NPD, national implementing partners, project donors, LSP project team and UNDP CO on legislative support and other thematic and programmatic issues:

- Provide strategic policy advice to the NPD, government counterparts, donors and other partners on issues related to legislative support in the broader framework democratic governance;
 - Provide technical assistance with regards to National Assembly core functions, including legislative, oversight and representation and committee work as well as the work of the Speaker, the Clerk and the Secretariat;
- Provide technical assistance on National Assembly mainstreaming of key issues including gender, human rights, anti-corruption and Sustainable Development Goals;
- Represent UNDP in coordination and expert bodies on legislative support, as requested by UNDP CO;
 - Provide substantive inputs to the preparation of Government and UNDP policy notes and briefs.

Provide strategic policy advice and guidance to UNDP CO, national implementing partners and Programme donors on creation and monitoring of the Programme Sustainability Strategy:

- Provide advice to the UNDP CO, national implementing partners and project donors on best modalities to ensure sustainability of the achieved project objectives;
- Liaise with the national implementing partners, project donors and the National Assembly and guide the process of creation of the working group for drafting of the Project Sustainability Strategy;
- Lead the process of drafting of the Programme Sustainability Strategy;
- Support the NDP and NPC in monitoring of the implementation of the adopted Project Sustainability Strategy.

Support partnership building, synergies and resource mobilization:

- Advocate for UNDP legislative support and represent UNDP Tanzania with national authorities, UN concerned agencies and UNCT, the donor community, and international financial institutions;
- Liaise regularly and forge close linkages with other UN programmes, agencies and entities, as well as other international and national stakeholders concerned with or providing assistance on legislative support to maximise synergies and avoid duplications;
- Build and develop partnerships with legislative community stakeholders including non-governmental organizations, research institutions, media and public;
- Liaise with and maintain regular contact with ministries, UN agencies, national human rights institutions and donors, and support ongoing coordination efforts;
- Explore possibilities and actively promote synergy with UNDP CO portfolio and various projects;
- Develop strategies to secure new partnerships and mobilize additional resources based on new programming opportunities.

Support sector-wide coordination, communication and strategic planning efforts:

- Promote joint programming and UN reform, and collaborate effectively in established frameworks for UN and other international coordination;
- Support and participate in coordination mechanisms relevant for legislative support as requested by government partners, UNDP and donor community;
- Provide technical guidance to further democratic governance coordination;
- Convene regular meeting with national partners and development partners in Tanzania to legislative issues;
- Ensure the integration of cross-cutting issues, such as gender, human rights, anti-corruption and SDGs into project implementation, monitoring and evaluation;
- Support NPC to ensure effective coordination and cooperation of components and all project implementation team;
- Develop a comprehensive Communication and Coordination Strategy to ensure coordination and communication between project, national implementing partners and project donors.
- Ensure Strengthening the demand side of the Programme through increasing gender and social inclusion work and partnership with CSOs;
- Provide advice and direction on strategic and policy issues to strengthen gender, human rights, anti-corruption and SDG initiatives in the programme plan and implementation strategy;

- Advise and ensure proper coordination legislative support components for better results on gender, human rights, anti-corruption and SDGs;
- Ensure gender, human rights, anti-corruption and SDGs issues are substantially incorporated in policy notes and briefs of government and UNDP;
- Liaise with and maintain regular contact with CSOs in implementation of gender, human rights, anti-corruption and SDGs initiatives;
- Liaise with CO Gender Specialist as per the need for effective implementation of the Gender strategy and other guiding tools.

Ensure knowledge management and professional capacity development of the ROLHR Programme team and national counterparts:

- Promote the identification and synthesis of best practices and lessons learned from the project area for organizational sharing and learning as well as external information;
- Actively participate in UNDP knowledge and learning sharing and take advantage of best practices and lessons learned that are available in the region and globally;
- Create a culture of knowledge sharing and learning in the project;
- Identify and assist NPC in the recruitment of relevant expertise needed for delivery of project objectives;
- Support capacity and knowledge building of national counterparts through on- the job training, knowledge sharing workshops, publications and organization of learning visits;
- Promote the participation of UNDP Tanzania in regional and global programme activities related to the project areas as appropriate;
- Advocate for UNDP with Government counterparts and ensure access to best available expertise;
- Support capacity-building of national counterparts.

Performance Indicators:

- Policy and technical advice of high quality and relevance;
- Strategy and portfolio development advice and provide proposals as needed relating to project strategy and portfolio development;
- Inputs into project progress reports and work plans, and review -comments of and assist the preparation of the quarterly work plans and annual progress report;
- Advice on day-to-day functions;
- Appropriate international and national consultants recruited and effectively coordinated and used in project implementation including the provision of, guidance on selection criteria and quality assurance);
- Provide effective communication styles in different situations;
- Provide effective training delivery skills and styles;
- Effective and active networking and partnerships.

IV. Competencies

Corporate Competencies:

- Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality)
- Displays cultural, gender, religion, race, nationality and sensitivity and adaptability
- Demonstrates integrity by modeling in the UN's values and ethical standards (human rights, peace, understanding between people and nations, tolerance, integrity, respect, results orientation, UNDP core ethics, impartiality)

Functional Competencies:

Knowledge Management and Learning

- Promotes knowledge management and a learning environment through personal example, excellent knowledge of parliamentary practices, cultures and needs, good understanding of

parliamentary capacity building, excellent ability to identify significant capacity building opportunities.

- Excellent communication skills (written and oral) in English
- Display understanding of relevant contemporary parliamentary challenges and tools
- Ability to provide top quality policy and technical advice
- Established track record of delivering support to parliaments
- In-depth practical knowledge of democracy and development issues

Development and Operational Effectiveness

- Ability to engage with high level UNDP Officials, Government Officials and international donor community and provide policy advisory support services
- Ability to identify opportunities, conceptualize and develop project reports
- Ability to effectively support in strategic planning, results-based management and reporting
- Ability to implement new systems and affect staff behavioral/attitude change
- Ability to undertake result based management and reporting

Management and Leadership

- Consistently approaches work with energy and a positive, constructive attitude
- Builds strong relationship with clients, focuses on impact and result for the client and responds positively to feedback, timely responses to queries
- Demonstrates good oral and written communication skills
- Demonstrates openness to change and ability to manage complexities
- Demonstrates strong administrative skills and result oriented approach to work
- Provides inspiration and leadership to project staff as well as all the partners

Communications and Networking

- Has an excellent oral communication skill in English and conflict resolution competency to manage inter-group dynamics and mediate conflicting interests of varied actors.
- Has an excellent written communication skill in English, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports.
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government.

V. Required Skills and Experience

Education	Advanced university degree preferably in law, public administration, political science or related field.
Experience	<ul style="list-style-type: none"> • A minimum of 10 years working experience in parliaments and strong knowledge of parliamentary practice; • Knowledge and experience from working with countries in development/transition • Previous experience with the United Nations System, including UNDP, is desirable; • Proven familiarity with human rights and gender analysis and concepts; • Strong inter-personal skills; results driven, ability to work under pressure and to meet strict deadlines; • Ability to deal with politically sensitive and complex issues • Strong communication, networking and team-building skills; • Previous work experience in Tanzania and knowledge of the parliamentary system is an added asset.

Language Requirements	<ul style="list-style-type: none"> • Excellent spoken, report writing and presentation skills in the English language • Knowledge of Kiswahili is an asset
Duration of Assignment	1 year initially (Extendable)

Annex 4. Project Coordinator

I. Position Information
<ol style="list-style-type: none"> 1. Assignment Title: Project Coordinator 2. Type of assignment: Assigned by the National Assembly 3. Project Title: Legislative Support Project (LSP) II 4. Location, Country: Dodoma, Tanzania 5. Expected starting date: December 2016
II. BACKGROUND INFORMATION
<p>Within the framework of the United Nations Development Assistance Plan II for Tanzania (2016-2021), and UNDP Country Programme Document (CPD), UNDP is currently preparing a new Legislature Support Project (2016-2021) expected to start in October 2016 to assist the strengthening the National Assembly of Tanzania to improve legislative, oversight and representative capacities as well as Secretariat's support and management capacity with strong progress in gender development. This will contribute to achievement of SDG16.</p> <p>The new project will be aligned with national development priorities as set out in Tanzania's Five Year Development Plan and will be firmly anchored in the Corporate Plan of the National Assembly. It builds on existing success of and lessons learned from previous Legislature Support Project (2011-2016) ending in September 2016 and currently being evaluated.</p> <p>Taking into account the status, capacities and needs of the NA the new project is expected to provide support to the National Assembly by focusing on five outputs; (i) increase the capacity of committees to engage and receive feedback from citizens; (ii) make the NA more accessible to all citizens; (iii) increase the capacity of the NA to oversee government activities and expenditures; (iv) promote gender equality throughout the work of the NA; and (v) enhance the capacity of the Office of the Speaker to engage stakeholders.</p> <p>This will eventually enhance Members' legislative, oversight and representative capacities and assist the Secretariat to deliver and institutionalize upgraded services to Members. Initiatives will target parliamentarians, their committees, and the Secretariats as well as key stakeholders for citizens' engagement with the legislatures. Through an emphasis on partnerships with national stakeholders leveraging South-South cooperation, the five-year project seeks to strengthen and enhance the capacity of MPs and their committees to better exercise their core functions and better engage with the citizens: law making, executive oversight including national budget approval and oversight, and representation of constituents/citizens. It will also strengthen the support and management functions of the Secretariats of both legislatures to ensure sustainable delivery of effective services to parliamentarians as well as promote mainstreaming of gender equality in the working of the parliaments and empower the women parliamentarians. The programming of the future parliamentary support shall take into account the lessons learned from the current project, the terminal project evaluation, the baseline study and the capacity needs assessment and the political context.</p> <p>The Project Coordinator will execute the following core tasks and duties, under the overall guidance of</p>

the Project Board and the Clerk of the National Assembly and in close cooperation the CTA:

Project management:

1. Assume operational overall responsibility for the implementation of the Project in accordance with procedures and practices for NIM projects.
2. Prepare and update work plans for submission to the Project Board.
3. Draft and/or organize the drafting of all projects management reports, including quarterly, annual, and final reports; and ensure review and clearance of substantive reports by the CTA.
4. Manage all project accounting and financial reporting; and assist to maintain the project budget in ATLAS and assume direct responsibility for managing the Project budget to ensure that:
 - a. Project funds are made available as needed and are disbursed properly;
 - b. Accounting records and supporting documents are kept,
 - c. Financial reports are prepared,
 - d. Financial operations are transparent and comply with NIM rules, and,
 - e. Records are in order for auditing at any time.
5. Coordinate with interlocutors at the NA to effectively implement project activities.
6. Manage project physical resources (equipment, etc.) financed by UNDP and/or the project.
7. Ensure that all agreements with designated implementing agencies and/or sub-contractors are prepared, negotiated and agreed. Supervise and coordinates their implementation.
8. Support and give guidance to project staff and experts working for the Project; supervise the work of national consultants; and prepare and facilitate scheduled meetings of the CTA in support of Project activities.
9. Enhance documentation of outstanding project experiences for dissemination to all stakeholders, including national policymakers, planners and donors.
10. Participate fully in knowledge management networks and where appropriate liaise with external institutions and networks on key developments in Governance and Parliamentary Strengthening internationally.
11. Provide any other support, direction or coordination as requested by the Project Board, the Clerk of the NA or the CTA

III. DUTIES AND RESPONSIBILITIES

The Project Coordinator will execute the following core tasks and duties, under the overall guidance of the Project Board and the Clerk of the National Assembly and in close cooperation the CTA:

Project management:

1. Assume operational overall responsibility for the implementation of the Project in accordance with procedures and practices for NIM projects.
2. Prepare and update work plans for submission to the Project Board.
3. Draft and/or organize the drafting of all projects management reports, including quarterly, annual, and final reports; and ensure review and clearance of substantive reports by the CTA.
4. Manage all project accounting and financial reporting; and assist to maintain the project budget in ATLAS and assume direct responsibility for managing the Project budget to ensure that:
 - a. Project funds are made available as needed and are disbursed properly;
 - b. Accounting records and supporting documents are kept,
 - c. Financial reports are prepared,
 - d. Financial operations are transparent and comply with NIM rules, and,
 - e. Records are in order for auditing at any time.
5. Coordinate with interlocutors at the NA to effectively implement project activities.

6. Manage project physical resources (equipment, etc.) financed by UNDP and/or the project.
7. Ensure that all agreements with designated implementing agencies and/or sub-contractors are prepared, negotiated and agreed. Supervise and coordinates their implementation.
8. Support and give guidance to project staff and experts working for the Project; supervise the work of national consultants; and prepare and facilitate scheduled meetings of the CTA in support of Project activities.
9. Enhance documentation of outstanding project experiences for dissemination to all stakeholders, including national policymakers, planners and donors.
10. Participate fully in knowledge management networks and where appropriate liaise with external institutions and networks on key developments in Governance and Parliamentary Strengthening internationally.
11. Provide any other support, direction or coordination as requested by the Project Board, the Clerk of the NA or the CTA

IV. Competencies

Mandatory

- General knowledge of substantive matters in governance that are addressed by the project
- Prior professional experience in governance research, governance advocacy, parliamentary development, programme design or governance policy development
 - Hands-on experience in design, monitoring and evaluation of development projects
 - Experience in the use of computers and office software packages and handling of web based management systems.
 - Excellent writing skills. Good inter-personal, networking, partnership building, team building,
 - presentation and communication skills

V. Required Skills and Experience

Education	Advanced university degree preferably in law, public administration, political science or related field.
Experience	<ul style="list-style-type: none"> • Prior professional experience in governance research, governance advocacy, parliamentary development, programme design or governance policy development At least 6 years of relevant experience at the national level in providing management advisory services
Language Requirements	<ul style="list-style-type: none"> • Excellent spoken, report writing and presentation skills in the English language • Knowledge of Kiswahili is an asset
Duration of Assignment	1 year initially (Extendable)

Annex 6. Title Monitoring and Evaluation Specialist

I. Position Information

Title Monitoring and Evaluation Specialist LEGISLATURES SUPPORT PROJECT (LSP)

Location: Dar es Salaam, Tanzania (with travel to Dodoma and possibly other parts of the country)

Type of Contract Service contract

Post Level : SB 4

Languages Required: English, Swahili

Duration of Initial Contract: 1 year initially (Extendable)

II. BACKGROUND INFORMATION

Within the framework of the United Nations Development Assistance Plan II for Tanzania (2016-2021), and UNDP Country Programme Document (CPD), UNDP is currently preparing a new Legislature Support Project (2016-2021) expected to start in October 2016 to assist the strengthening the National Assembly of Tanzania to improve legislative, oversight and representative capacities as well as Secretariat's support and management capacity with strong progress in gender development. This will contribute to achievement of SDG16.

The new project will be aligned with national development priorities as set out in Tanzania's Five Year Development Plan and will be firmly anchored in the Corporate Plan of the National Assembly. It builds on existing success of and lessons learned from previous Legislature Support Project (2011-2016) ending in September 2016 and currently being evaluated.

Taking into account the status, capacities and needs of the NA the new project is expected to provide support to the National Assembly by focusing on five outputs; (i) increase the capacity of committees to engage and receive feedback from citizens; (ii) make the NA more accessible to all citizens; (iii) increase the capacity of the NA to oversee government activities and expenditures; (iv) promote gender equality throughout the work of the NA; and (v) enhance the capacity of the Office of the Speaker to engage stakeholders.

This will eventually enhance Members' legislative, oversight and representative capacities and assist the Secretariat to deliver and institutionalize upgraded services to Members. Initiatives will target parliamentarians, their committees, and the Secretariats as well as key stakeholders for citizens' engagement with the legislatures. Through an emphasis on partnerships with national stakeholders leveraging South-South cooperation, the five-year project seeks to strengthen and enhance the capacity of MPs and their committees to better exercise their core functions and better engage with the citizens: law making, executive oversight including national budget approval and oversight, and representation of constituents/citizens. It will also strengthen the support and management functions of the Secretariats of both legislatures to ensure sustainable delivery of effective services to parliamentarians as well as promote mainstreaming of gender equality in the working of the parliaments and empower the women parliamentarians. The programming of the future parliamentary support shall take into account the lessons learned from the current project, the terminal project evaluation, the baseline study and the capacity needs assessment and the political context.

The M&E specialist will work under the direct supervision of the Chief Technical Advisor LSP and in close consultation with the national Project Director. The Director has overall responsibility for project activities and delivery and reports to a Project Board (PB), co-chaired by the Speaker of the parliaments and the UNDP Country Director, which is responsible for policy guidance, planning and oversight of the project.

The M&E Specialist will work closely with the Secretariat of the National Assembly and UNDP CO. The M&E specialist will advise the project director's on issues relating to project monitoring including

identification of indicators, data collection methodologies and reporting, the M&E Specialist will also provide training to staff in the Clerks offices in effective project monitoring.

III. DUTIES AND RESPONSIBILITIES

Monitoring and Evaluation

The Monitoring and Evaluation policy at the project level in UNDP has four main objectives:

- i) to monitor and evaluate results and impacts;
- ii) to provide a basis for decision making on necessary amendments and improvements;
- iii) to promote accountability for resource use; and
- iv) to document and provide feedback on, and disseminate lessons learned.

Project monitoring and evaluation is conducted in accordance with established UNDP procedures and is undertaken by the project team and the UNDP CO. The Monitoring and Evaluation Framework for the Legislature Support Project will provide performance and impact indicators for project implementation along with their corresponding means of verification. This, along with the objectives, procedures and tools described and presented in the project document's resource and results framework will form the basis on which the project's M&E system will be built.

General scope of the job

The M&E specialist is responsible for development of the Monitoring and Evaluation plan and guiding the overall M&E strategy of the project in close collaboration with the Implementing partners. He/She will provide timely and relevant information to the CTA and Project Directors on progress towards realization of project results.

Critical tasks for the M&E specialist are setting up the M&E system and ensuring it is implemented efficiently and effectively. The M&E system will be based on the project log frame and the project M&E plan and will build as much as possible upon existing M&E mechanisms and systems among key stakeholders.

Main tasks and responsibilities

Under the guidance and direction of the UNDP Deputy Country Director (Programs) and the direct supervision of the Chief Technical Advisor, the M&E Specialist will be required assume responsibility for the coordination, and management of the LSP M&E framework. The M&E specialist will be responsible for;

I. Setting up the system.

Review and update framework for project M&E in accordance to the project document M&E plan.

- Conduct readiness assessment regarding M&E. What are the incentives at the system level, which are the beneficiaries, what is the existing capacity?
- Guide and coordinate the review of the project log frame including:
 - Provide technical advice for the revision of performance indicators;
 - Ensure realistic intermediate and end-of-project targets are defined;
 - Conduct a baseline study (situation at project start);
 - Identify sources of data, collection methods, who collects data, how often, cost of collection and who analyzes it;
 - Ensure all critical risks are identified;
 - Identify the core information needs of central project management, the steering committee and technical committees, funding agencies and the cooperating institution.

- Identify the requirements for collecting baseline data, prepare terms-of-reference for and arrange the conduct of a baseline survey, where required.
- Identify M&E responsibilities of different project team members and secretariat staff.
- Contribute to the development of the Annual Work Plan, ensuring alignment with project strategy, agreement on annual targets and inclusion of M&E activities in the work plan.
- Prepare detailed M&E budget
- Prepare calendar of M&E activities
- Identify short M&E expertise for the project where need arises.

II. Implementation of M&E

Oversee and execute M&E activities included in the Annual Work Plan, with particular focus on results and impacts as well as in lesson learning.

- Based on the AWP and in particular the project budgets, design the framework for the physical and process monitoring of project activities
- Promote a results-based approach to monitoring and evaluation, emphasizing results and impacts.
- Coordinate the preparation of all project reports. Guide secretariat staff in the preparation of progress reports in accordance with approved reporting formats and ensure their timely submission. This includes quarterly progress reports, annual project report, inception report, and ad-hoc technical reports.
- Prepare consolidated progress reports for project management including identification of problems, causes of potential bottlenecks in project implementation, and providing specific recommendations.
- Check that monitoring data are discussed in the appropriate forum (such as the annual tripartite review meeting) and in a timely fashion in terms of implications for future action. If necessary, create such discussion forums to fill any gaps.
- Foster participatory planning and monitoring by training and involving primary stakeholder groups in the M&E of activities.
- Prepare draft TORs for the mid term and final evaluation in accordance to UNDP policy guidance.
- Facilitate, act as resource person, and join if required any external supervision and evaluation missions.
- Monitor the follow up of evaluation recommendations
- Identify the need and draw up the TORs for specific project studies.
- Recruit, guide and supervise consultants or organizations that are contracted to implement special surveys and studies required for evaluating project effects and impacts.
- Organize (and provide) refresher training in M&E for project and implementing partner staff, local organizations and primary stakeholders with view of developing local M&E capacity.

III. Lessons learned

Design and implement a system to identify, analyze, document and disseminate lessons learned.

- Foster a culture of lessons learning in the project, document, package and disseminate lessons on a quarterly basis,
- Ensure that ToR for consultants recruited by the project also incorporate mechanisms to capture and share lessons learned through their inputs to the project,
- Identify and participate in additional networks, for example scientific or policy-based networks that may also yield lessons that can benefit project implementation.

IV. Competencies

•

V. Required Skills and Experience

Education	Postgraduate university degree, preferably in law, social/political science, public administration, or other areas relevant to the assignment.
Experience	<p>At least 5 years proven experience in Monitoring Evaluation and Reporting in development projects including experience with :</p> <ul style="list-style-type: none"> ▪ The logical framework approach and other strategic planning approaches; ▪ M&E methods and approaches (including quantitative, qualitative and participatory); ▪ Planning, design and implementation of M&E systems; ▪ Training in M&E development and implementation and/or facilitating learning-oriented analysis sessions of M&E data with multiple stakeholders; ▪ Data and information analysis, ▪ Report writing. ▪ Computer skills; ▪ Leadership qualities, personnel and team management (including mediation and conflict resolution); <ul style="list-style-type: none"> • Fluency in English, with excellent written and oral communications skills; • Knowledge of Swahili will be an added advantage
Language Requirements	<ul style="list-style-type: none"> • Excellent spoken, report writing and presentation skills in the English language • Knowledge of Kiswahili is an asset
Duration of Assignment	1 year initially (Extendable)

An operational M&E framework with clear set of output, output indicators, baselines and Targets, Means of Verification, methodology of data collection, frequency of data collection and responsible parties has been attached here as Annex 1

