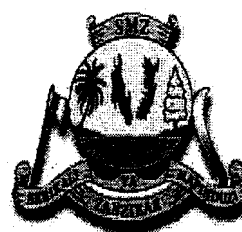


UNDP Tanzania Country Office & Government of Zanzibar



Project: Capacity for Reform Management and Implementation - Zanzibar

Award Title:	Strengthening Public Sector Reform Management: 62050
UNDAP Outcome:	Relevant MDAs advance key national strategies for good governance
UNDAP Output:	Select public sector reforms in Zanzibar are developed and accelerated
Key Results Area (UNDP SP):	Capacity development for good governance.
Project Titles: <i>Linked to the UNDAP key actions</i>	Project ID/ Title: 81695 - Capacity for Reform Management and Implementation - Zanzibar. 1.2.1 TA for coordination of Ministries and agencies; support consensus building on approaches to local government reforms; TA and research for policy development and facilitate resource mobilization.
Project Output(s):	<ul style="list-style-type: none"> ➤ President's Office-CRC communication and coordination mechanism established and operational. ➤ Advisory function and mechanism in the President's Office strengthened to provide the President with access to evidence-based advice on policy options, systems change and reforms. ➤ First Vice President's Office Strategic Plan developed and implemented. ➤ Second Vice-President's Office coordination mechanism established and implemented. ➤ Planning Commission puts in place streamlined processes that facilitate coordination, resource mobilization and programming of MKUZA II implementation plan. ➤ Implementing Units in MDAs and LGAs have adapted new processes for implementation planning, execution and reporting on development projects under MKUZA II implementation plan and reforms.
Implementing Partner:	Planning Commission (POFEDP)
Responsible Parties:	President's Office-CRC, First-Vice President's Office, Second-Vice President's Office and MDAs, RGAs & LGAs, ANGOZA, ZNCCIA.

Brief Description: This project support is formulated within the CCPD/ UNDAP's context, which is anchored on MKUZA II. It intends to: support key national institutions particularly the President's Office, FVPO, SVPO and Planning Commission, to effectively provide policy guidance, oversight, coordination and implementation of reforms and MKUZA II implementation plan. The President's Office will be supported in area of advisory function, reforms, communication and coordination for development; and the two-Vice-Presidents will focus on oversight and coordination utilizing strategic planning tools - FVPO and coordination mechanisms - SVPO. The Planning Commission support will focus on implementation planning, and resource mobilization under MKUZA II Implementation Plan in addition to coordination of implementation including the roles of CSOs (ANGOZA) and Private Sector (ZNCCIA). In addition, strengthen capabilities of key implementing Units in key MDAs and LGAs as per MKUZA II implementation plan if of great importance. The Planning Commission will lead implementation of this project. Overall; this project will foster strong advisory mechanism, sustained institutional arrangements and linkages within the structure of Government of Zanzibar and knowledge and skills development to deliver on development results.

7/26/2012



UN Development Programme

United Republic of Tanzania

Award ID: 00062050

Award Title: Strengthening Public Sector Reform Management

Start Year: 2012

End Year: 2015

Implementing Partner

Executing Agency: National Execution

Budget (US\$) as of Last Revision on		
Donor	Fund	Amount
UNDP	04000 TRAC (Lines 1.1.1 and 1.1.2)	1,150,000.00
UNDP(JPAA)	30000 Programme Cost Sharing	300,000.00
Total Budget (2012 and Beyond)		1,450,000.00
Total Expenditure (2011 and Prior)		0.00
Award Total		1,950,000.00
Unprogrammed/Unfunded		500,000.00

Responsible Party

(Implementing Agent): URT-National Execution
UNDP

Revision Type:

Brief Description:

[Redacted description box]

Agreed by: Executive Secretary, (PC)

Agreed by: Country Director, UNDP

Agreed by:

Agreed by:



16 July 2012

31/7/2012

Programme Period:	2011-2015
UNDAP Action ID:	472
Atlas Award ID:	62050
Start date:	July 2012
End Date:	June 2015
PAC Meeting Date:	_____
Implementation Modality:	NEX Modality

Total resources required:	1,950,000
Total allocated resources:	1,950,000
Regular	1,150,000
• Other:	
o One UN Fund	300,000
o Government	In-kind
o To be mobilized:	500,000

Funding Agreement and Budget

The President's Office Finance Economy and Development Planning and UNDP have mutually agreed to implement the Project as part of the UNDAP in accordance with UNDP's rules and regulation as well as the Government of National Unity norms and procedures for nationally executed projects. The First Vice President's Office and Second Vice President's Office of Zanzibar are responsible parties in implementing the Project. UNDP and the Planning Commission (IP) hereby understand that the project will be implemented on the basis of an estimated budget as per the cover page over 2011-2015 conditional to the mobilization of resources up to the said amount in the budget. Thus, in the event that resources mobilized do not meet the estimated budget, UNDP and Planning Commission will review project activities with the view to prioritise activities that could maximise delivery of outcomes.

Funding for this project will be provided by UNDP Core Resources, mobilized resources and additional funding through the One UN Basket Fund. The funds will be disbursed by UNDP to Planning Commission through the exchequer system.

Agreed and signed by:

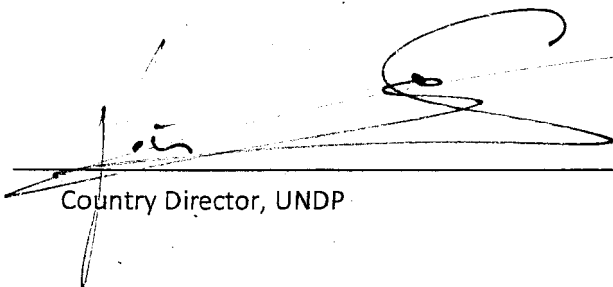
UNDP and IP mutually agree to the terms above in pursuing effective implementation of the project.



Executive Secretary, Planning Commission

16 July, 2012

Date



Country Director, UNDP

31 July 2012

Date

1. Project Rationale and Situation Analysis

The Zanzibar archipelago is part of a two country union under the United Republic of Tanzania. The then Tanganyika and Zanzibar in 1964 forged a unique partnership under which the isles retained much of its political and executive autonomy. The 10th Constitutional Amendment of 2010 paved the way for a new structure of government in Zanzibar introducing a Government of National Unity. The GNU ushered in a new and challenging era for good governance in Zanzibar while ending the political stalemate between the two main political parties on the isles CCM and CUF. In accordance with the new constitutional order the First and Second Vice President's offices were created. In addition, the President's Office Finance Economy and Development Planning has been established to spear head development planning and implementation¹.

The government and stakeholders recognize that capacity development² is a pre-requisite for achieving development results enlisted and articulated in Vision 2020, Millennium Development Goals, MKUZA II and its associated implementation plan (February 2012). UNDP support is intended to support the Government of National Unity to address gaps in policy options and reforms including implementation³ "capacity gaps" that have been identified through various reviews and documented in UNDAP (2011 - 2015). When an "implementation gap" exists between development strategies and the capacities required to execute them, even well planned, structured and budgeted programmes will waste time and money.

In Zanzibar, picking from lessons from the implementation of the first ZPRP (2002-2005) and MKUZA I (2007-2010) in particular, some of the capacity challenges include:

- (i) Capacity gaps for analyzing policy options and systems change through reforms.
- (ii) Capacity gaps for better communication, transparency and accountability in public sector management and reforms.
- (iii) Capacity gaps in coordination, programming, implementation planning and execution.
- (iv) Capacity gaps for planning, prioritization and coordination of mutually supporting programmes and projects i.e. integrated activities.
- (v) Capacity gaps in public finance management, including resource mobilization and utilization.
- (vi) A narrow conception of capacity development limited to individuals with absence of a clear Capacity Development (CD) plans.

Analysis contained in MKUZA II and United Nations Development Assistance Plan (UNDAP) and Common Country Programme Document (CCPD) shows that in Zanzibar, though relative poverty has declined from 49 percent (2005) to 44 percent (2010), it remains substantially high (HBS 2010/11). The decline in incidence of food poverty has only been marginal from 13.18 percent in 2005 to 13.04 percent in 2010. These development results findings echo the findings on capacity challenges through MKUZA reviews, which point to inadequate capacity to identify policy options, inadequate capacity to introduce systems change and low implementation capacity to implement policies and reforms, contribute to low achievement of development results despite of having good policies and reforms in place.

This project intends to support key government institutions namely: Planning Commission, President's Office, FVPO, SVPO and MDAs to augment their capabilities to overcome the capacity challenges they face. The UNDP strategic plan, 2008 – 2011, identifies capacity development as the overarching contribution of the organization and "how" of what it does. Capacity development

¹ Implementation here refers the carrying out, execution of a plan, idea or a policy. It is taking the appropriate action steps to accomplish the objectives you have in your plan.

² UNDP defines Capacity Development as the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.

epidemic; promoting management practices in mainstreaming disability issues in all aspects and prevention of illicit drug abuse and rehabilitation of affected individuals.

- Coordination of government affairs within the Revolutionary Government of Zanzibar under the new set up of the Government of National Unity (GNU) and agenda in the House of Representatives.

Strategic considerations

As an opportunity to address the key challenges, the interventions (activities) of this project and its implementation will take into the consideration the national context and culture. In addition, agreed principles and values of Capacity Development will guide the design of activities and implementation. The project has prioritized support to key national institutions under the leadership of Planning Commission to implement capacity development related activities through the five (5) process steps – engage, assess, design, cost & implement, and monitor.

Against each output, a needs assessment will be undertaken and a set of CD activities would be further refined and designed. Each output and responsible organizations involved will be capacity-assessed at systemic, organizational and individual level. At the assessment will focus on the following core issues of capacity: institutional arrangements, leadership, knowledge and accountability. All levels of capacity namely: enabling environment (policies, legislation, power relations, social norms), organizational (internal policies, arrangements, procedures, frameworks), and individual level (experience, knowledge and technical skills) will be assessed.

UNDP's capacity development measuring framework will be applied to measure progress through indicators and targets of this project's outputs focusing on the following core issues:

- Leadership Development (clear vision defined, leadership and strategic planning, coaching and mentoring);
- Institutional arrangements i.e. institutional reform and incentive mechanisms (roles and responsibilities clarified, business processes maps developed, enforcement and compliance mechanisms established);
- Accountability and Voice Mechanisms (feedback mechanisms, peer reviews/evaluations, voice mechanisms, processes and tools).
- Knowledge & Skills (training and learning plan, South-South Solutions, Knowledge Management).

Institutional Support:

The President's Office will be supported in area of improving its advisory functions and mechanisms, government business process and systems change, incentive drivers (for example, pay reforms) and systems. In addition, communication and coordination for development will also be supported. The President's Office addresses national level issues that speak to better results through policy and reform implementation. In this context, the need to strengthen capabilities for the President to have speedy access to evidence-based advice on policy options and reforms is a critical deliverable for this project.

The Planning Commission is charged with the responsibility of national development planning and it also responsible to oversee implementation of the national development plans. The main task of the Planning Commission is identification of national priorities, the preparation of national development frameworks / plans, the allocation of resources to the different interventions, monitoring and evaluation and oversight on implementation. Therefore, Planning Commission support will focus on programming⁵ (identification of projects, appraisal and design), coordination and resource mobilization for implementation.

⁵ Programming is the designing, scheduling, or planning of a programme (a set of projects).

Output 1.2:

- President's Office-CRC communication and coordination mechanisms established and operational.

Activities:

- Conduct State House Communication Audit;
 - Establish visual private network/ communication system and Acquisition of database management software;
 - Improve PO-CRC Website and establish webpage for Communication department;
 - Conduct survey on Public opinion regarding the information disseminated by the Office of the President;
 - Engage consultant to establish the coordination framework for communication;
 - Drafting of a Monitoring and Evaluation master plan for PO-CRC;
 - Capacitate staff to translate and print newsletter to make it globally readable;
 - Consolidated relationship between the President's Office, Public and Media house.
 - Conduct ICT capacity assets and needs assessment and installation of key communication equipment;
 - Review setup for local area network;
 - Purchasing of ITC equipments, computers and its accessories;
 - Procure Heavy duty Photocopy;
 - Procure 3 server (one for Pemba Office and two for Head Office Unguja);
 - Procure Still and moving camera;
 - Procure 3 LCD projectors (one for Pemba office and 2 for Head office).
- Conduct knowledge and skills needs assessment;
 - In housing learning for planning officers on writing skill of preparing the progress reports;
 - In-house coaching to communication officers (e.g. on message development);
 - Coaching on research and communication for Planning officers;
 - Learning best practices on how to efficiently operate the Department of Communication.

Component 2: Coordination of thematic issues and government affairs.

[Sub-component A]. Coordination of thematic issues pertaining to: environmental management, national multi-sectoral response to HIV and its impact as well as socio-economic factors that fuel the epidemic; promoting management practices in mainstreaming disability issues in all aspects and prevention of illicit drug abuse and rehabilitation of affected individuals.

[Sub-component B]. Coordination of government affairs within the Revolutionary Government of Zanzibar under the new set up of the Government of National Unity (GNU) and agenda in the House of Representatives. And this will contribute to address the absence of a strong culture for monitoring and evaluation mechanism.

Output 2.1:

- First Vice President's Office Strategic Plan developed and supported.

Activities:

- Develop with budget estimates an operational plan for the strategic plan of FVPO.
- Develop and support implementation of the M&E (this is not MKUZA II MMS) for FVPO.
- Design and develop coordination tools include access to learning information for FVO.
- Develop a gender-sensitive research Master Plan for FVPO, and support its implementation.

Output 2.2:

- Second Vice-President's Office coordination mechanism established and supported.

- Capacity needs assessment in implementation planning, execution, reporting and relevant aspects of projects management for implementers;
- Develop specific plans/activities and budgets to address capacity gaps including:
 - Integration of gender and environment in implementation planning, execution and reporting;
 - Define clear roles and responsibilities for implementation planning, execution and reporting;
 - Develop manuals for relevant implementing Units staff in implementation skills and some relevant aspects of project management.
 - Document sources of knowledge and learning in implementation planning and execution;
- Integrate key PFM elements i.e. procurement, contracting and auditing in implementation planning;

Project Implementation Strategy

The project will be implemented within the framework of national systems and processes for planning, budgeting, monitoring, reporting and engage a range of stakeholders to achieve the outputs. In the context of Delivering as One, UNDP will work closely with other UN agencies through UNDP's Governance Program Working Group.

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

The President's Office Finance Economy and Development Planning and UNDP have mutually agreed to implement the Project as part of the UNDP in accordance with UNDP's rules and regulation as well as the Government of National Unity norms and procedures for nationally executed projects. The First Vice President's Office, Second Vice President's Office of Zanzibar and NSA (ANGOZA and ZCC) are responsible parties in implementing the Project. UNDP and the Planning Commission (IP) hereby understand that the project will be implemented on the basis of an estimated budget as per the cover page over 2011-2015 conditional to the mobilization of resources up to the said amount in the budget. Thus, in the event that resources mobilized do not meet the estimated budget, UNDP and Planning Commission will review project activities with the view to prioritise activities that could maximise delivery of outcomes.

Funding for this project will be provided by UNDP Core Resources, mobilized resources and additional funding through the One UN Fund. The funds will be disbursed by UNDP to Planning Commission through the exchequer system. The government procurement rules and regulations will be followed during implementation. In cases where UNDP will be asked to undertake procurement on behalf of government the UNDP rules will be used. Also, the cost charged to the project will include only eligible costs as per UNDP guidelines.

Partnership strategy

In the context of the UNDP programming, UNDP supports and promotes the principles and values of national ownership and leadership of development agenda (reforms, policies and strategies). UNDP will apply its capacity development approach in supporting the government at various levels and in various ways by ensuring that capacity development is an endogenous process that embraces inclusive discussions and dialogue within the established and agreed mechanisms of working. Also, UNDP will reach out to key development partners providing support to President's Office, Planning Commission, First Vice-President's Office and Second Vice-President's Office.

3. Multi Year Results and Resources Framework

UNDAP Outcome: Relevant MDAs advance key national strategies for good governance. Expected UNDAP Output: Select Public Sector reforms in Zanzibar are developed and accelerated. Key Results (UNDP Strategic Plan): Capacity development for good governance.			
UNDAP Key Action: TA for coordination of Ministries and agencies; support consensus building on approaches to local government reforms; TA and research for policy development and facilitate resource mobilization Project Title , Project ID : National Implementation Capacity, Project ID: 81695			
Intended Outputs	Indicative Activities	Output Targets (Years)	Responsible Party
<p>Output 1.1: Advisory function and mechanism in the President's Office strengthened to provide the President with access to evidence-based advice on policy options, systems change and reforms.</p> <p>Baseline: inadequate / weak advisory support.</p> <p>Targets: Advisors, coaches and mentors are in place; research and advice briefs.</p> <p>Indicators: Needs assessment report, CD; delivery modality;</p>	<p>1.1.1 Undertake a needs assessment for advisory support in areas of policy options, systems change, and reforms including incentive-drivers.</p> <p>1.1.2 Develop a responsive package i.e. plan(s) and budgets and delivery modality based on needs assessment.</p> <p>1.1.3 Set up the appropriate delivery modality/mechanism for the advisory function(s) to the President.</p> <ul style="list-style-type: none"> - establish and support operational requirements for the office of advisory function; - sourcing of coaches, mentors and advisors; - identify areas that require advisory services; - research and analytic briefs in identified areas; - prepare schedules for briefing sessions and meetings; <p>1.1.4 Build consensus on approaches to local government reforms through dialogue mechanism.</p>	<p>Targets (year 2012/13)</p> <ul style="list-style-type: none"> - Detailed needs assessment report and Plan / strategy response to needs report. - support the advisory function; - sourcing of coaches, mentors and advisors; - identify areas that require advisory services; - research and analytic briefs in identified areas; - Undertake the dialogue (Unguja & Pemba) on Local Government Reforms <p>Targets (year 2013/14)</p> <ul style="list-style-type: none"> - Yr1 implement areas that require advisory services as identified in 2012/13; - sourcing of coaches, mentors and advisors; - research and analytic briefs in identified areas for year 2013/14; - prepare schedules for briefing sessions and meetings; <p>Targets (year 2014/15)</p> <ul style="list-style-type: none"> - Implement findings from 2013/14 and Synthesis of all identified areas that require advisory services; - sourcing of coaches, mentors and advisors; - Synthesis of all research and analytic briefs in identified areas; 	<p>Year 2012/13:</p> <ul style="list-style-type: none"> --- Assessment & Development of the support package i.e. consultants fees and travel costs, USD 15,000 --- research / studies and briefs costs USD 40,000 --- cost s/ fees of advisors, coaches, USD 70,000 --- dialogue, travel, conference package, USD 80,000 <p>Year 2013/14:</p> <ul style="list-style-type: none"> --- research / studies and briefs costs USD 40,000 --- cost / fees of advisors, coaches, USD 80,000 <p>Year 2014/15:</p> <ul style="list-style-type: none"> --- research and briefs costs USD 40,000 --- cost / fees of advisors, coaches, USD 75,000

<p>Output 2.1 First Vice President's Office strategic plan developed and implemented.</p> <p>Baseline: No strategic plan for the FVPO</p> <p>Targets: Existence of a comprehensive strategic plan for the FVPO</p> <p>Indicators: 1 SP document</p> <p>Baseline: Lack of M&E tools for FVPO</p> <p>Indicators:</p> <p>Monitoring and Evaluation tools</p> <p>Monitoring reports</p> <p>Evaluation reports</p>	<p>2.1.1 Develop FVPO Strategic Plan and its operational plan with budget estimates of FVPO.</p> <ul style="list-style-type: none"> ✓ Develop TOR and recruit consultant ✓ Conduct situation analysis on environment, HIV and AIDs, Rights of PWDs and Substance use ✓ Conduct a working session to review and validate a five-year strategic plan for the FVPO ✓ Conduct a working session to prepare costing operational plan ✓ Printing <p>2.1.2 Develop and support implementation of the M&E for FVPO.</p> <ul style="list-style-type: none"> ✓ Develop TOR and recruit consultant ✓ Develop M&E tools for FVPO ✓ Conduct M&E capacity building training for staff including M&E officers ✓ Conduct a working session to validate M&E system and Management and Information System ✓ Procurement of ICT equipments to operationalize the system <p>2.1.3 Design and develop coordination tools include training for FVO.</p> <p>2.1.4 Develop a gender-sensitive Research Master Plan for FVPO, and support its implementation.</p> <p>2.1.5 Participation of CSOs (ANGOZA) in implementation of the SP.</p>	<p>Targets (year 2012/13)</p> <ul style="list-style-type: none"> - Strategic Plan draft in place - M&E Plan draft in place and finalized - CSOs (ANGOZA) participation <p>_____</p> <ul style="list-style-type: none"> - SP finalized and implemented through operational plan of the SP - ICT equipments for M&E - Design coordination tools & training on the same tools - Develop Research Master Plan <p>Targets (year 2013/14)</p> <ul style="list-style-type: none"> - Implement Yr 1 operational plan of the SP - Implement Yr1 M&E plan - Training on the coordination tools - Implement Yr1 of Research Master Plan - CSOs (ANGOZA) participation <p>Targets (year 2014/15)</p> <ul style="list-style-type: none"> - Implement Yr 2 operational plan - Implement Yr 2 M&E plan - training on the coordination tools - Implement Yr2 of Research Master Plan. - CSOs (ANGOZA) participation 	<p>FVPO</p>	<p>Year 2012/13:</p> <ul style="list-style-type: none"> 2 consultants f costs for SP & M&E, validation meetings, etc USD 55,000 <p>_____</p> <ul style="list-style-type: none"> DSA, training cost, meetings / working sessions, venue, consultancy cost for Research Master Plan, USD 65,000 <p>_____</p> <ul style="list-style-type: none"> printing of documents & ICT equipments for M&E, USD 55,000 <p>Year 2013/14:</p> <ul style="list-style-type: none"> training cost, meetings / working sessions venue USD 100,000 <p>Year 2014/15:</p> <ul style="list-style-type: none"> training cost, meetings / working sessions venue USD 86,000
<p>Output 2.2: Second Vice-President's Office coordination mechanism established and implemented.</p> <p>Baseline: No Training Master Plan for SVPO.</p> <p>Target: SP in place; # trainees, M&E in place.</p> <p>Indicators: Capacity Assessment Report & Training Master Plan for SVPO developed.</p> <p>Baseline: Government website not up</p>	<p>2.2.1 Assessment of CD needs on coordination and supervision for SVPO functional roles and responsibilities.</p> <ul style="list-style-type: none"> ✓ Develop TOR and recruit consultant for conducting organizational and individual capacity assessment. ✓ Review and Approval of Report & Printing the report. <p>2.2.2 Dissemination of coordination tools to Principal and Deputy Principal Secretaries.</p> <p>2.2.3 Sensitize Directors of planning and officers-in charge in Pemba on coordination and gender tools.</p> <p>2.2.4 Coach ministerial focal persons and government</p>	<p>Target (year 2012/13)</p> <ul style="list-style-type: none"> - Capacity Assessment Report and development of a learning Master Plan - Develop strategic plan and M&E for SVPO. <p>_____</p> <ul style="list-style-type: none"> - Tools disseminated. - 1st bunch 20 directors & in-charge - 1st bunch 20 Ministerial focal persons; - training Manual and Master Plan developed - Yr1 Websites up dated - 1st bunch 20 Communication officers trained 	<p>SVPO</p>	<p>Target (2012/13)</p> <ul style="list-style-type: none"> ... Consultants fees CD assessment of SVPO, USD 25,000 <p>_____</p> <ul style="list-style-type: none"> ... Develop strategic plan and M&E for SVPO, validation meetings, printing USD 25,000 <p>_____</p> <ul style="list-style-type: none"> Consultants costs staff (Directors, Ministerial focal) coaching & sensitization costs, equipments, tools

<p>implementation plan and reforms.</p> <p>Baseline: Lack of programme-based budgeting, weak capacity in implementation planning, execution and reporting, inadequate implementation knowledge, skills and experiences among Government's staff.</p> <p>Targets: documentation on implementation planning and execution available and used and Key staff trained.</p> <p>Indicators: Manual or guiding document on implementation planning and execution of MKUZA II Implementation Plan; # trainees.</p>	<p>capacity gaps including:</p> <ul style="list-style-type: none"> ✓ Integration of gender and environment in implementation planning, execution and reporting; ✓ Define clear roles and responsibilities for implementation planning, execution and reporting; ✓ Coach relevant implementing Units staff in implementation skills and some relevant aspects of project management. ✓ Document sources of knowledge and learning in implementation planning and execution; <p>3.2.3 TA provision in areas of implementation planning, execution and reporting;</p> <p>3.2.4 Integrate key PFM elements i.e. procurement, contracting and auditing in implementation planning;</p>	<p>projects</p> <ul style="list-style-type: none"> ... Integration of gender and environment in implementation; ... mentor relevant staff in implementation planning and execution skills. ... Document sources of knowledge and learning in implementation planning & execution; <p>Targets (year 2013/14)</p> <ul style="list-style-type: none"> - Implementation of the CD response ... Implementation planning and execution of projects ... Integration of gender and environment in implementation; ... coach/mentor relevant staff in implementation planning and execution skills. ... Document sources of knowledge and learning in implementation planning & execution; <p>Targets (year 2014/15)</p> <ul style="list-style-type: none"> ... Integration of gender and environment in economic reforms, programmes and projects; ... Document sources of knowledge and learning in implementation & execution; 	<p>documentation costs, etc. USD 40,000</p> <ul style="list-style-type: none"> - Technical Assistance fees; USD 15,000 - Technical sessions on implementation USD 20,000 <p><u>Year 2013/14:</u></p> <ul style="list-style-type: none"> -Conference packages, training fees, documentation costs, etc. USD 35,000 - Technical Assistance fees; USD 5,000 - Technical session on implementation USD 5,000 <p><u>Year 2014/15:</u></p> <ul style="list-style-type: none"> TA fees, documentation costs. USD 25,000
<p>Project management support</p>	<p>Programme Manager / Coordinator</p> <p>Project Communication, consultation meetings,</p> <p>Undertake monitoring visits / travel expenses, etc</p> <p>Coordination meetings with IPs.</p> <p>Support programme Evaluation & Audit,</p>	<p>2012/13, 2013/14 & 2014/15</p> <p>Target (year 2) monitoring visit, 2 Project Board meetings annual report,</p> <p>Target (year 3) Monitoring visit, 2 Project Board meetings, annual report,</p> <p>Target (year 4) monitoring, 2 Project Board meetings, annual report, and terminal evaluation report,</p>	<p>Planning Commission</p> <p>Year 2013 -2015 USD 108,000</p> <p>Planning Commission & UNDP</p> <p>Year 2 USD 10,000</p> <p>year 3 USD 10,000</p> <p>year 4 USD 25,000</p> <p>USD 1,950,000</p>
<p>Total Budget</p>			

	<p>3.1.3 support implementation of the CD plan(s) during 2012/13</p>										
	<p>3.1.4 (a) facilitate the establishment and institutionalization of the resource mobilization practices and mechanisms including donors / government round tables.</p>										
	<p>3.1.4 (b) facilitate the establishment and institutionalization of the resource mobilization practices and mechanisms through PPP.</p>										
	<p>3.2.1. Capacity needs assessment of implementing Units in implementation planning, execution, reporting and relevant aspects of projects management for implementers;</p>										
	<p>3.2.2. Develop specific plans/activities and budgets to address capacity gaps.</p>										
	<p>3.2.3 TA provision in areas of implementation planning, execution and reporting;</p>										
	<p>✓ Integrate key PFM elements i.e. procurement, contracting and auditing in implementation planning;</p>										
<p>Output 3.2: Implementing Units in MDAs and LGA adapted new processes for implementation planning, execution and reporting on projects under MKUZA II implementation plan and reforms. Baseline: No programme-based budgeting, weak capacity in implementation planning, execution and reporting, inadequate implementation knowledge, skills and experiences among Government's staff. Targets: documentation on implementation planning and execution available and used and key staff trained. Indicators: Manual or guiding document on implementation planning and execution of MKUZA II Implementation Plan; # trainees.</p>											
	<p>Project Coordinator / Manager</p>										
	<p>Travelling, meetings, Planning Commission & UNDP</p>										

behalf of the implementing partners and upon its request, for the procurement of goods and services and / or recruitment of personnel for the project.

5. Monitoring Framework and Evaluation

Risk Analysis and Monitoring

No.	Risk/Issue (Describe)	Type	Impact/ probability scale 1-5	Mitigating Measures
1.	Internal government procedures slows down the implementation	Operational	3	The government will be informed on the issues and review its business processes to expedite implementation
2.	Resources not provided within agreed time frame	Financial	3	PB will be updated on project performance regularly as well as make executive decisions
3.	Ineffective performance by implementing partners	Operational	2	In addition to internal oversight mechanisms, the Project design carefully creates mechanisms to Monitor and evaluate the work of implementing partners and, as needed, take appropriate managerial action. Training of project staff on operational and financial issues-HACT training
4.	Delays in procurement processes for the implementation of the preparatory project	Operational	3	All relevant rosters and networks will be used to ensure the widest possible distribution of advertisements for the key posts.

5.2 Project Monitoring

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results and these will be recorded in the UNDAP Resource Monitoring System (RMS) tool.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change. For consistency, the risk and issues log will be harmonized with the data input into the UNDAP RMS.
- Based on the above information recorded in Atlas and in the UNDAP RMS tool, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at

In support of project implementation, it is proposed to ensure a funding modality which has all the functionalities of a basket funding arrangement, i.e. that contributing donors make contributions against standardized and symmetric arrangements for reporting, audit, etc. A simple and straight forward arrangement is that contributing donors enter into bilateral cost sharing agreements with UNDP as per the existing bilateral formats between the UNDP and respective donor.

The "basket fund" will therefore follow the same rules and regulations of any standard UNDP project, including audit and financial management. The project document signed by the Government and UNDP and the cost sharing agreement with each partner will constitute the total agreement between the partners. Consequently, UNDP will be fully accountable for managing the "basket fund" will through oversight mechanisms of the project board as well as UNDP's corporate oversight arrangements apply. Periodic updates and financial reports will be provided as laid out in this document.

PROJECT MANAGER, CAPACITY FOR REFORM MANAGEMENT AND IMPLEMENTATION

JOB DESCRIPTION

Position title: Project Manager
Project Title: Capacity for Reform Management and Implementation - Zanzibar
Duration: 1 year with possible extension
Starting Date: Immediately
Duty Station: Zanzibar, President's Office Finance Economy and Development Planning (POFEDP)
Implementing Partner: PLANNING COMMISSION (POFEDP)-ZANZIBAR

1. Background

The UNDP country programme for Tanzania is anchored on the United Nations Development Assistance Plan (UNDAP: 2011 - 2015) and Common Country Programme Document (CCPD). The UNDAP and CCPD are aligned with main national development policy and programming frameworks, namely: the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA II) and the Government Joint Assistance Strategy (JAS). The country programme is mainly focused in three areas of priority, which are good governance, environment and climate change, and inclusive growth.

The current programme cycle seek to achieve the following three broad outcomes:

- (a) Increased access to sustainable income opportunities, productive employment and food security in the rural areas.
- (b) Increased access to good basic social services for all by focussing on the poor and most vulnerable; and
- (c) Strengthened democratic structures and systems of good governance and the application of human rights.

The above outcomes would be achieved through collaborative efforts by United Nations Agencies, Government(s), Civil Society Organizations and Private Sector.

The project on Capacity for Reform Management and Implementation in Zanzibar falls under the UNDAP output on 'Strengthening Public Sector Reform Management' and aims at supporting key national institutions particularly the President's Office, First Vice President's office (FVPO), Second Vice President's Office (SVPO) and Planning Commission, to effectively provide guidance on policy and oversight on systems change, reforms, coordination and implementation of MKUZA II Implementation Plan. The President's Office will be supported in area of advisory function, reforms, communication and coordination for development; and the two- Vice Presidents will focus on oversight and coordination utilising strategic planning tools – FVPO and coordination mechanisms – SVPO. The Planning Commission support will focus on implementation planning, and resource mobilisation under MKUZA II Implementation Plan in addition to coordination of implementation. In addition, strengthen

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

Technical support responsibilities

- Support technical aspects of strengthening advisory function and mechanisms in the President's Office to provide access to evidence – based advice on policy options, systems change and reforms.
- Support delivery of communication tools and coordination for President's Office-Chairman of Revolutionary Council are established and operational.
- Follow up on development Strategic Plan for First Vice President's Office.
- Support delivery of coordination tools and mechanism for the Second Vice- President's Office.
- Ensure availability of technical inputs required to streamline processes that facilitate coordination, resource mobilisation and programming of MKUZA II implementation plan under Planning Commission.
- Ensure availability of technical support to capacity development of implementing units in key MDAs and LGAs to undertake implementation planning, execution and reporting on development projects under MKUZA II implementation plan and reforms.
- Gather technical support for gender mainstreaming during the implementation of project activities.

9. Supervision and reporting

- Project Manager will be hosted in the Planning Commission; she/he will be the main focal point within the Planning Commission to facilitate decision making process for the project. The manager will be accountable to the Commissioner responsible for the project and UNDP.
- Project Manager will lead a functional coordination of the project, which entails President's Office, POFEDP, FVPO, SVPO and MDA implementing Units and NSRF.

Approved by Executive Secretary - POFEDP: _____



Approved by UNDP Country Director: _____ Date: _____

Women are encouraged to apply.