



**United Nations Development Programme  
Country: Tanzania Country Office**

**Initiation Plan**

<b>Project Title:</b>	Public Service Delivery Accelerated Programme
<b>Expected CP Outcome(s):</b>	Improvement in quality and efficiency of public service delivery in Tanzania.
<b>Expected UNDAF II Outcome(s):</b>	National and Local governance systems are more effective, transparent, accountable, and inclusive
<b>Initiation Plan Start Date:</b>	September 2021
<b>Initiation Plan End Date:</b>	January 2023
<b>Implementing Partner:</b>	UNDP (DIM)

**Brief Description:**

Public service delivery is regarded as a major determinant of human development and productivity, a prerequisite for ensuring the welfare of a country's citizens. Over the years both developed and developing countries, including the United Republic of Tanzania, embarked on public service reforms [with varying levels of success] which largely focused on reforming the public administration machinery and developing institutions to handle new and expanded functions and addressing the human resource capacity challenges. The reforms, notwithstanding, public service delivery, remains to be a challenge in Tanzania. It is within this context that the country's medium term development strategies (FYDP III and ZMTDS) place priority to improve public services in the mainland and Zanzibar respectively.

This Project Initiation Plan (PIP) is therefore intended to guide discussions and inform the (i) co-design of a proposed programme on '**Public Service Delivery Accelerated Programme**', it will also (ii) support the establishment of the Presidential Delivery Bureau in Zanzibar.

Programme development process will entail extensive consultations with PO-PSM, PORALG officials and other stakeholders; desk review of documentation related to the current situation, and lessons learnt from previous related initiatives. It will also include review of related national and sectoral strategies, laws, policies, statistical reports, reports of various studies and other relevant documentation. The proposed approach will provide an opportunity to better understand the prevailing legislation, policy and governance framework that guides public service management while also identifying opportunities and challenges, that need to be exploited and addressed, to facilitate acceleration of efficient, effective, sustainable, and inclusive public service delivery in Tanzania. The process will also entail engagement with REDET and other consultants to inform transformative leadership development and other capacity building methodologies.

PIP Period: September: 2021 – January 2023	
CPAP Programme Component:	
Atlas Award ID:	00138102
PAC Meeting Date	_____

Total resources required	US\$ 320,000.00
Total allocated resources:	US\$ 200,000.00
• Regular	US\$ 200,000.00
• Other:	
○ Donor	_____
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	120,000.00
In-kind Contributions	_____

Agreed by UNDP:



Christine Musisi

Resident Representative

30-Aug-2021



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## 1. Background

Public service delivery is regarded as a major determinant of human development and productivity, a prerequisite for ensuring the welfare of a country's citizens. The complex challenges at global, regional, and country level in the socio-political, economical, technological, and legal environment have had a fundamental impact on the identity, positioning and functioning of the public service. Over the last two decades we have seen governments around the world go to unprecedented efforts to respond to the complex challenges. Managing this complexity, however required that governments use "new ways of thinking" to transform themselves. This new thinking, gave rise to the emergence of a movement in 1980s, revolving around the need to think differently about the role of Government in societal governance and development. Both developed and developing countries undertook profound transformation of their respective public services to reinvent its role, structure, and character to meet the numerous demands of their citizenry. In mid 1990s most of the countries in the Sub-Saharan Africa, embarked on public service reforms [with varying levels of success] which largely focused on reforming the public administration machinery and developing institutions to handle new and expanded functions and addressing the human resource capacity challenges.

Similarly, in Tanzania the government implemented various institutional and policy reforms, focusing on building efficient systems in the public sector; strengthening structures in public service; enhancing capacities of public servants; and installation of more appropriate institutions. These reforms could have largely contributed to URT attaining LMIC status in 2020. The reforms, notwithstanding, public service delivery, remains to be a challenge in Tanzania. It is within this context that the country's medium term development strategies (FYDP III and ZMTDS) place priority to improved public services in the mainland and Zanzibar respectively, in response to increasing demand for efficient and responsive public institutions with high-quality services to its people. The Revolutionary Government of Zanzibar (RGoZ) is in the process of establishing a Presidential Delivery Bureau (PDB), which is aimed at coordinating and facilitate acceleration of key development priorities to achieve the desired results and development impact. The establishment of the Zanzibar PDB comes at the backdrop of the fact that around the world, countries are grappling with sluggish economies, growing inequality and a profound sense of citizens demanding tangible and quick results. In this demanding environment, establishment of delivery bureaus or units is becoming popular internationally and within the region.

## 2. Rationale

The prevailing situation and challenges in the public service, calls for further improvement and strengthening capacities of MDAs in accelerating delivery of public services in Tanzania, covering both the mainland and Zanzibar. In that regard, UNDP is committed to collaborate with PO-PSM, towards development of '**Public Service Delivery Accelerated Programme**'. The programme will also focus on developing a new cadre of leaders "transformative leaders," with the capacity to encourage, inspire and motivate others to innovate and create change that will help grow and shape the future success of their respective institutions in public service delivery. The new cadre of leaders is expected to inculcate a change of attitude through the social system that sustains performance – hence resulting into an improved, efficient, and competent public service delivery system. On the other hand, support will be availed to operationalize the PDB in Zanzibar, which is in its formative stages, aimed at coordinating and accelerate implementation of the strategic priorities and delivery results for social economic transformative impacts. The establishment of the Presidential Delivery Bureau in Zanzibar is motivated by the demonstrated success of delivery of similar Bureaus in various parts of the world, including the UK, and Malaysia.

### 3. Objective and Scope of the Project Initiation Plan (PIP)

The overall aim of the PIP is intended to guide discussions and inform the co-design of a proposed programme on '**Public Service Delivery Accelerated Programme**'. The PIP will also support establishment of the PDB in Zanzibar.

### 4. Approach/Methodology

The programme development process will entail extensive consultations with key stakeholders (including private sector and non-state actors) and desk review of related documentation including lessons learnt from the previous reforms. The process will also identify key processes that need to be transformed using business process mapping and re-engineering. Analysis of the public service management, including experiences and lessons learnt from within and selected Sub Sahara Africa countries as well as UNDP's global expertise in public administration and public service reforms, will guide discussions, justify and inform the design of the proposed project. This provides a better opportunity to understand the prevailing relevant legislations, policies and governance framework, which guides public service management while also identifying opportunities and challenges.

The focus is to transform the public services in Tanzania with the aim of putting in place effective, systems, institutions, capacities as well as enabling policy and regulatory environment to facilitate accelerated efficient and effective public service delivery. The programme will underscore the importance of a fundamental shift in paradigm for the permanent secretaries from custodian of rules and procedures to facilitators of transformation of rules, procedures, people, processes and systems so as to generate breakthrough results for the people. This will involve integrating REDET's support to facilitate design and development of training tools and modules aimed at enhancing transformative leadership capacities of Permanent Secretaries and other senior government officials including women leaders, so as to enable them to lead, facilitate, motivate, monitor and evaluate service delivery acceleration initiatives and strategies in their respective MDAs as well as local government authorities (LGAs). The programme development process will further be enriched by experienced consultants in Rapid Results Approach to work with the PO-PSM, in contextualizing the Rapid Results Approach (RRA) and SACI methodology with the aim of informing the PRODOC with an appropriate homegrown Tanzania Capacity Initiative, which would facilitate capacity enhancement and accelerating delivery of public services in Tanzania. The consultants are expected to deploy comprehensive package of innovative methods and tools as well as creating critical mass of internal coaches and trainers who would facilitate transformation of capacity for effective service delivery.

Support for establishment of the PDB in Zanzibar, will address challenges and lessons learnt from the operations of a similar unit that was established in Tanzania, mainland. Experience from other countries which have had successful and effective delivery bureaus will also be considered and tested.

### 5. Specific Interventions to be Implemented within this PIP (August 2021-January 2023):

More specific the PIP will support the following:

- i. **Development of the programme document on 'Tanzania Accelerated Public Service Delivery Programme'**. Programme development process to be facilitated by consultants, will entail extensive stakeholder consultations and co-creation sessions; desk review of documentation related to the current situation, and lessons learnt from previous related initiatives. The proposed approach is expected to provide an opportunity to better understand the prevailing legal and policy framework that guides public service management, while also identifying opportunities and challenges, that need to be exploited and addressed, to facilitate acceleration of efficient, effective, sustainable and inclusive public service delivery

in Tanzania. The process will also entail engagement with REDET and other consultants to inform transformative leadership development and other capacity building methodologies.

- ii. **Establishment of the PDB in Zanzibar**, with appropriate structure, systems and capacities to undertake its mandated roles and functions.

## **6. Expected Outputs of the PIP**

- i. Programme document on 'Accelerated Public Service Delivery Programme in Tanzania' is developed and approved
- ii. Zanzibar Presidential Delivery Bureau established and operational.

## **7. Management Arrangements**

The PIP will be implemented through a Direct Implementation Modality (DIM) in accordance with UNDP rules and regulations. UNDP will be the Implementing Partner, responsible and accountable for overall management and implementation of the PIP. UNDP will undertake oversight and quality assurance of deliverables. Technical and operational support will be provided to facilitate smooth implementation of the PIP.

## **8. Partnership and Collaboration**

UNDP shall seek complementarity and collaboration with other UN agencies and partners at different levels of the programme development process.

## **9. Monitoring**

Monitoring and evaluation will follow the UNDP guidelines on Monitoring and Evaluation for Results. A Monitoring and Evaluation (M&E) Plan will be developed and implanted at different levels of the programme development process.

**PIP WORK PLAN (September 2021 -January 2023)**

Outcome: Improvement in quality and efficiency of public service delivery in Tanzania.												
EXPECTED OUTPUTS	PLANNED ACTIVITIES	BASELINE:	TIMEFRAME 2021/2023						RESPONSIBLE PARTY	PLANNED BUDGET		
			Sept -Dec 2021	Jan-March 2022	April-June 2022	July – Sept 2022	Oct-Dec 2022	Jan 2023		Funding Source	Budget Description	Amount in USD
<b>Output 1:</b> Project document on 'Accelerated Public Service Delivery Programme in Tanzania' developed  <b>Output indicators:</b> Approved and signed Project Document.	Recruitment of international consultant for development of the project document.	Absence of capacity enhancement programme for public service delivery							UNDP			30,000
	Engagement and consultations with REDET, PO-PSM, to facilitate design and development of transformative leadership tools, modules and training material.	Absence of internal expertise and capacities within the public service to facilitate transformative leadership development.								REDET		

	Development and pilot of transformative leadership tools, modules and training material to inform the PRODOC								REDET			20,000
	Experience sharing sessions for PSs and senior government officials on transformative leadership practices								REDET			20,000
	Recruitment of 2 international RRA/SACI consultants to inform the PRODOC formulation process on the Rapid Results Approach (RRA) and SACI methodology.								UNDP/PO-PSM			30,000
	Stakeholders' engagement, drafting and validation of draft Prodoc								UNDP/PO-PSM			10,000

	Approval of project document								PO-PSM			N/A
	<b>Subtotal</b>											<b>120,000.00</b>
<b>Output 2:</b> Zanzibar Presidential Delivery Bureau established and operational.  <b>Output indicators:</b> Zanzibar Presidential Delivery Bureau with appropriate structure, systems and capacities to undertake its mandated roles and functions	Engage technical support to facilitate establishment and operationalization of the PDB in Zanzibar	Absence of appropriate mechanism and internal capacities to coordinate and facilitate acceleration of public service delivery in Zanzibar							UNDP/ TBI		Consultant, travel, materials, stationeries refreshment	30,000.00
	Round table discussions with development partners	RTD not yet organized							UNDP/FCDO/ RGoZ		Consultant, and conference expenses	10,000.00
	Consensus building sessions, for Principal Secretaries and Heads of MDAs								UNDP/ RGoZ		Consultant, and conference expenses	10,000.00



	Diagnostic study and assessment of the state of public service delivery in Zanzibar.								UNDP/TBI		Consultant	30,000.00
	Support recruitment of PDB technical team.								RGoZ		Consultant	20,000.00
	Experience sharing mission for PDB team / attend 2021 Africa Delivery Exchange forum	Not yet conducted							UNDP/TBI		Travel and related expenses	30,000.00
	Formulation of PDB's Strategic Plan										Consultant	30,000.00

	Consultancy support to undertake analytics on development topics, with the view of generating data and evidence for sector policy and service delivery reviews. .								UNDP		Consultant	40,000.00
	<b>Subtotal</b>											<b>200,000.00</b>
<b>TOTAL</b>												<b>320,000.00</b>