



PROJECT DOCUMENT
United Republic of Tanzania

Project Title: Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into LED and SDGs Localisation for sustainable development and poverty eradication in Tanzania

Project ID Number: 00097169

Implementing Partner: Ministry of Finance and Planning (Poverty Eradication Department)

Start Date: 1 July 2018 **End Date:** 30 June 2022 **PAC Meeting date:** 4 May 2018

Brief Description

The core development challenge in Tanzania that the project seeks to address is high-level of multidimensional poverty [SDG 1, 2, 3, 4, and 6], coupled with persistent vertical and horizontal inequalities [SDG 5 and SDG 10] and climate change [SDG 13]. The project will respond to this challenge by strengthening investments in poverty reduction through the sustainable use of the environment and natural resources. In Tanzania, women constitute 64% of all farmers in the agriculture sector yet there are gender gaps, inequalities and limited women and youth productive capacities in ENR (agriculture, forestry and fisheries) sectors such as inadequate access to productive assets and entrepreneurial skills. Yet, these sectors play key roles in social and economic empowerment and therefore closely linked to poverty reduction of rural communities.

At the national level, the project aims at integrating poverty, environment, gender and climate change objectives in the overarching policies, guidelines and frameworks and their associated implementation mechanisms. At the sub-national level, the project aims at enhancing capacities in poverty analytics and gender analysis, business plan development, and resources mobilisation. Further, the project will facilitate dialogues and collaboration between LGAs, private sector and CSOs to scale up the community nature-based livelihood improvement and poverty reduction initiatives from the previous PEI/pro-poor project and other partners initiatives. The project will pay specific attention to community level interventions to support women entrepreneurs to increase incomes from Environment and Natural Resources (ENR) sub-sectors-based enterprises. The indicative outputs of the project are:

1. National and sub-national government entities have strengthened technical capacities in planning and budgeting to **implement poverty-environment-gender-climate change programmes** and relevant SDG targets in an integrated and coherent manner.
2. LGAs enhanced capacities and partnerships with private sector leading to **increased investments and resources that deliver gender responsive livelihood improvement and poverty eradication**, ENR sustainability, and SDGs at sub-national level.
3. **Economic Productivity and incomes** for women from Environment and Natural Resources (ENR) sub-sectors-based enterprises increased

The project will be implemented over 4 years in both Tanzania mainland and Zanzibar by the Poverty Eradication Department of the Ministry of Finance and Planning on Mainland as the Implementing Partner in collaboration with Planning Commission of the Ministry of Finance and Planning in Zanzibar, President's Office Regional Administration in mainland, Presidents Office Regional Administration, Local Governments and Special Departments (Zanzibar) as well as Local Government Authorities (LGAs) in both Zanzibar and Mainland as well as other responsible parties (RPs) including but not limited to: University of Dar es Salaam – UDSM (especially Department of Economics (DoE) including Environment for Development (EfD), Centre for Economic Research and Policy (CERP), and College of Agriculture and Fisheries Technologies at UDSM as well as Sokoine University of Agriculture (SUA) to help on climate smart agriculture. The project will be building

on the initiatives that have been piloted under the previous UNDP/UNEP/ UN Women joint PEI/pro-poor environmental sustainable economic growth project specifically to scale up the pilot interventions on nature-based livelihood improvement and poverty reduction that were undertaken in six districts of Ileje, Nyasa, Bukoba rural, Sengerema, Ikungi and Bunda. Scale up interventions will also take into account other partners initiatives such as the eco-village approach to rural development by Institute for Rural Development Planning (IRDP), the multi-dimensional poverty analysis by NBS and LIC (Local Investment Climate) by TAMISEMI. Further, the project will focus on supporting implementation of the Regional Investment guides that have been hitherto developed such as Simiyu, Mwanza, Mara, Morogoro with a view to deliver tangible and concrete results and benefits to local communities. This will contribute to the local content development (through Local economic development), and improved incomes and livelihoods for both men and women including youths through their engagement in income generating activities as demonstrated by evidence from the Cost Benefit Analysis report on the nature-based livelihood initiatives piloted under the previous PEI/Pro-poor project whose initiatives this new project aims at building on.

Outcomes UNDAP II:

The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.

Indicative Output(s) with gender marker:

- Output 1: Gender Marker 2
- Output 2: Gender Marker 2
- Output 3: Gender Marker 3

Total resources required:	US\$ 5,922,000	
Total resources Available	2,150,000	
	UNDP TRAC:	1,200,000
	Regional UNDP-UNEP PEI Nairobi Funds (EU, etc)1:	600,000
	One UN Fund	350,000
	Donor:	
	Government:	
	In-Kind:	
Unfunded:	3,772,000	

Agreed by (**signatures**)

Ministry of Finance and Planning	UNDP
Mr. Doto James	Ms. Natalie Boucly
Permanent Secretary	Country Director
Date:	Date:

¹ Availability after EU approval of the PEF / PEI Global Project Document. Final figure will be confirmed upon formal EU contract.

1.0 Development challenge

1.1 The core development challenge in Tanzania is 'High-level of multidimensional poverty'² [SDG 1, 2, 3, 4, and 6], coupled with persistent vertical and horizontal inequalities [SDG 5 and SDG 10] and climate change [SDG 13]'. Despite a declining trend, 28.2 per cent of Mainland Tanzanians remain income poor [SDG 1], more so in rural areas (33 per cent) than in urban areas (22 per cent).³ Using the international poverty line, more than half of the population (52.7 per cent) are living on less than \$1.90 per day, with 64 per cent being multidimensional poor.⁴ Tanzania has over the years registered impressive economic growth. However, challenges remain in the translation of high growth rates into poverty reduction. Despite a cumulative economic growth rate of between 6-7 per cent average growth per annum over the last 10 years, the country has recorded a total of only 6.2 per cent reduction in poverty incidences over the same period⁵. Poverty is experienced differently by people of different ages, ethnicities, and sex, and it affects women and girls disproportionately. For instance, women living in rural areas spend considerable time fetching water and firewood for household consumption, because many households still lack access to infrastructural services such as water supply and electricity.⁶ This reduces the time they have available to work on their plots or engage in other income generating activities. Women's poverty is directly related to the absence of economic opportunities and autonomy, and lack of access to economic resources, including credit and land ownership.⁷ It is also directly related to socially ascribed roles and responsibilities, which assign women the main responsibility for performing unpaid care and domestic work and restrict them from participating in decision-making e.g. related to crop disposal and household expenditure.⁸

1.2 Poverty and environmental concerns are closely interlinked and overexploitation and unsustainable use of the environment and natural resources (ENR) is one of the key underlying causes of the high level of multi-dimensional poverty and inequalities in Tanzania, leading to reduced contribution of ENR to economic and social development outcomes over time. Women, men, girls and boys living in poverty are impacted by environmental degradation in multiple ways, deepening their poverty and/or affecting their possibilities to escape poverty.⁹ For example, climatic stresses on agricultural production makes women particularly vulnerable to food insecurity due to their dependence on agriculture for their livelihood.¹⁰ The impact of overexploitation and unsustainable use of ENR is immense as 76 per cent of rural people in Tanzania depend on ENR as the main source of livelihood.¹¹ Overexploitation is observed through degradation of cropland, rangeland, forestry and destruction of fish habitats and species, increasing water and soil pollution and deteriorating

² Multi-dimensional poverty in a broader sense (social, income, environment, gender etc.) rather than from a strictly conventional definition (health, education and living standards).

³ National Bureau of Statistics (2011/12). Household Budget Survey.

⁴ UNDP (2014) Tanzania Human Development Report 2014.

⁵ National Bureau of Statistics (2011/12). Household Budget Survey.

⁶ UNDP (2012). Gender and energy. Gender and climate change capacity development series, Africa.

⁷ UN (1995). Beijing Declaration and Platform for Action. The Fourth World Conference on Women.

⁸ UNDP, UN Environment and UN Women (2018). The Factors driving the gender gap in agricultural productivity in Tanzania.

⁹ Sida (2017). Dimensions of Poverty. Sida's Conceptual Framework.

¹⁰ UNDP (2012). Gender, agriculture and food insecurity. Gender and climate change capacity development series, Africa.

¹¹ Bass (2015). Draft situation analysis and suggested strategy for restructuring the Tanzania poverty environment initiative and pro-poor economic growth and environmentally sustainable development project. UN Environment Tanzania. Dar es Salaam.

biodiversity. It is estimated that Tanzania is losing US\$1 billion annually from degradation of forestry, fisheries, and wildlife resources.¹²

1.3 Over-relying on trickle down effects of the macroeconomic stabilisation policies, GDP growth strategies etc. at the expense of poverty eradication is considered to be among the root causes of multidimensional poverty and inequality in Tanzania. Such development approaches have in turn resulted in less focus on interventions to address multidimensional poverty and inequalities. Over-dependence on trickle down effects has resulted in insufficient poverty reduction initiatives that contributes to improve environmental sustainability. Some of the underlying causes for this are weakened investment in the application of poverty assessments and poverty reduction targeting tools at all levels as well as limited capacity to mainstream poverty- environment – gender – climate change (p-e-g-c) objectives into sectoral programming and implementation. At the same time, root causes include policy lapses on access rights to ENR and productive assets, which in turn causes gender gaps in economic opportunities and decision-making, as women face constraints and disincentives to raise productivity and take good care of the natural capital.

1.4 Another root cause of the high level of multi-dimensional poverty and inequality in Tanzania is the adverse impact of climate change, which is increasingly being felt by rural communities. This includes incidences of erratic rainfall seasons, and erosion and floods caused by heavy rain. Both environmental trends and climate change affect people living in poverty by reducing their access to resources (loss of ecosystem services); reducing their opportunities and choices; and reducing human security (conflicts related to access to land, water, food and fodder).¹³ Vulnerability of poor women and men to climatic shocks is, therefore, an immediate cause of the development challenge. Despite the ongoing efforts in developing climate change policies and institutional structures, weak coherence between ENR and climate resilience initiatives (SDG 13) remains among the underlying causes of multidimensional poverty and inequality along with inadequate investment in climate resilience initiatives (e.g. climate resilient agricultural practices) (SDG 2, target 2.4), and lack of preparing farmers for climate variations. Inadequate integration of climate adaptation strategies within the development plans and investment frameworks is also among the underlying causes of the development challenge.

1.5 Several capacity constraints prevail at the sub-national level. They range from inadequate cross-sector co-ordination to inadequate capacity to mobilise financial resources. As an underlying cause of the development challenge, inadequate cross-sector co-ordination contributes to ineffective planning and implementation of development initiatives. On the other hand, the insufficient resource mobilisation is an outcome of several root causes of the development challenge, among which, is absence of strategic efforts from local authorities to consider the private sector as partners in the development process (the private sector is solemnly considered as a source of tax revenue). With only 10 per cent of the Local Government Authorities (LGA) needs being covered by own resources¹⁴, the need to invest in resource mobilisation from alternative sources such as private sector is high. The private sector is weakly incentivized by sub-national policies to invest in sustainable ENR and climate resilience initiatives most of which produce public benefits. This has in turn constrained development of poverty reducing projects that would have accelerated poverty eradication and reduced exclusion in the development process.

¹² Assey et al. 2007. Environment at the heart of Tanzania's development: Lessons from Tanzania's National Strategy for Growth and Reduction of Poverty (MKUKUTA). Natural Resource Issues Series No. 6. International Institute for Environment and Development. London, UK.

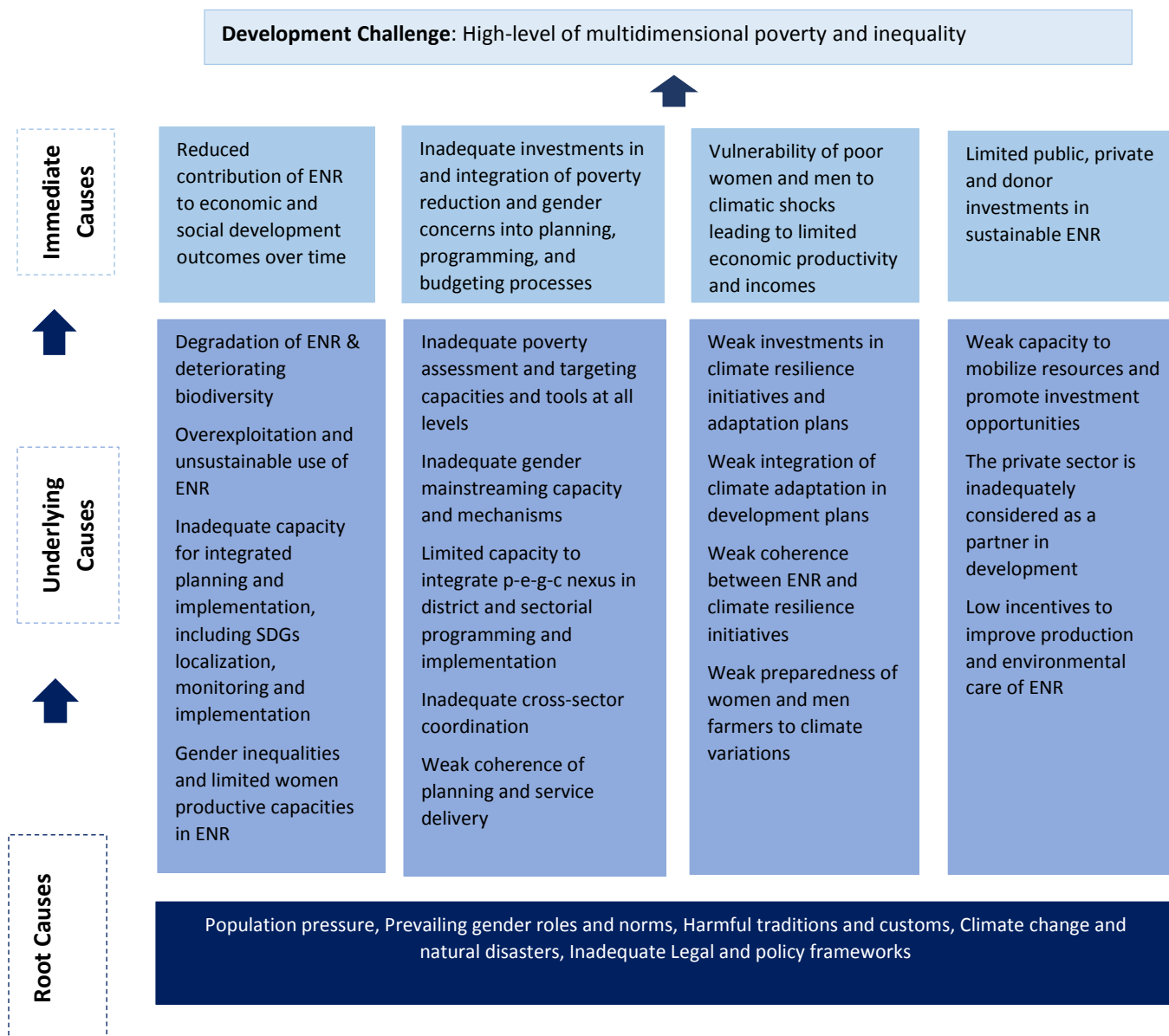
¹³ Sida (2017). Dimensions of Poverty. Sida's Conceptual Framework.

¹⁴ PWC (2016) Sub-national (Local Government) PEFA assessment in Tanzania final consolidated report. PWC. Dar es Salaam.

1.6 The institutional capacity demands of achieving the SDGs, FYDP II and MKUZA III targets are complex. The goals outlined in the three development agendas require substantive improvement of cross-government co-ordination, multi-stakeholders' engagement and an integrated social-environmental and economic development approach (e.g. inter-connectedness of service delivery). For instance, despite increasing efforts by development partners around SDGs localisation, gaps remain in terms of ensuring a coherent approach (SDG 17 target 17.14) particularly, the inadequate horizontal (across sectors) and vertical (between sectors and LGAs) coordination of Government entities in SDGs localisation, implementation and monitoring. Weak policy coherence, for instance, is observed from the inadequate integration of poverty-environment-gender-climate change (p-e-g-c) perspectives in policies, plans, budgets and programmes. For example, inadequate integration of a gender perspective into development planning and budgeting; disconnected and inadequate service delivery such as the extension services; inadequate integration of ENR sustainability in income generation policy measures; and limited awareness of climate resilience measures such as climate smart agriculture. These are all underlying causes of the high level of multi-dimensional poverty and inequality. Examples range from not only the mismatch between growth and poverty eradication but also the differences in the speed at which poverty is reduced between Tanzania Mainland and Zanzibar. In Zanzibar, for instance, the annual average decline in poverty incidences of 1 per cent over the past 5 years is lower than that of Tanzania Mainland (1.24 per cent), despite both regions experiencing similar average GDP growth rates over the past five years.

1.7 Women, more than men, still lack adequate productive skills and capacity and hence are poorer than men. According to the 2014 World Bank Report, about 28.2% of the population lived below the poverty line with significant inequalities between rural and urban areas and with more women than men living in poverty. According to the Gender Economics of Women and Poverty Eradication Report (United Republic of Tanzania, 2015) about 60 per cent of Tanzanian women live in extreme poverty. In 2013, the Gender Inequality Index ranked Tanzania 123 of 149 countries with a score of 0.553, implying significant gender gaps in human development.

Figure 1: Development challenge and its root, underlying and immediate causes



2.0 Strategy

2.1 The Theory of Change (ToC)

2.1.1 The Project is based on the ToC which argues that ‘Strengthening capacity for integrated and coherent Local Economic Development (LED) planning, programming and budgeting frameworks that mainstreams ENR sustainability and p-e-g-c objectives to facilitate localisation of SDGs and inclusive poverty eradication will increase the contribution of ENR to sustainable eradication of multidimensional poverty and inequality’ and contribute to attainment of right to an adequate standard of living. This is based on the evidence generated from the previous PEI/Pro-poor project interventions that nature-based livelihoods improvement and poverty reduction interventions generate tangible economic, social and environmental benefits to local communities¹⁵. The project will contribute to UNDP / CPD outcome: **“The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment”** through two outputs: 1) National and sub-national government entities have strengthened technical capacities in planning and budgeting to implement p-e-c-g objectives and relevant SDG targets in an integrated and coherent manner. Strengthened national and sub-national capacity for planning and budgeting for the implementation of p-e-c-g objectives and relevant SDG targets in an integrated and coherent manner 2) LGAs have enhanced capacities for partnership with private sector to mobilise investments and resources that deliver gender responsive poverty eradication, ENR sustainability, and SDGs at sub-national level. Each of the two outputs will be achieved through the implementation of a range of activities listed in section 6. The project responds to UNDP Signature Solution 1: keeping people out of poverty, which targets the barriers and vulnerabilities that keep people in poverty or that push them back into poverty; as well as Signature solution 6: strengthening gender equality and empowerment of women and girls.

2.1.2 A number of theories offer a picture of what is required for the project’s logical framework to work (that is, converting inputs into results). The rational theory postulates that entities (in the public and private sectors) usually encounter competing development and business choices, and in such a situation, they would most likely opt for policies and investments offering the highest impact or returns. Thus, to increase the likelihoods of the project outputs (such as, enhanced LGAs capacity to investments) to contribute to the outcome through e.g. increased investments for poverty reduction, the project will have to demonstrate to the Government and other development actors, using evidences and business cases on the potential social and economic returns of poverty reducing investments activities being advocated for. For example, evidence from the on-going PEI project interventions informed national development policies and plans namely Second National Five Years Development Plan (FYDP II) including the Local Economic Development (LED) approach, National Fisheries Policy (2015) and National Environment Policy review process. Evidence from the Cost Benefit Analysis (CBA) of the livelihood projects demonstrate that sustainable ENR contributes to livelihood improvement and poverty reduction as well as enhanced economic opportunities for women alongside men. Hence, the new project will build on scaling up of the nature-based livelihood pilots that were successfully implemented.

2.1.3 The project’s output 1 (i.e. strengthened capacity for planning and budgeting) is mostly a public sector (institutional) output. Policies are authoritatively determined, implemented, and enforced by public sector institutions, be it central or local authorities. Thus, for the public sector

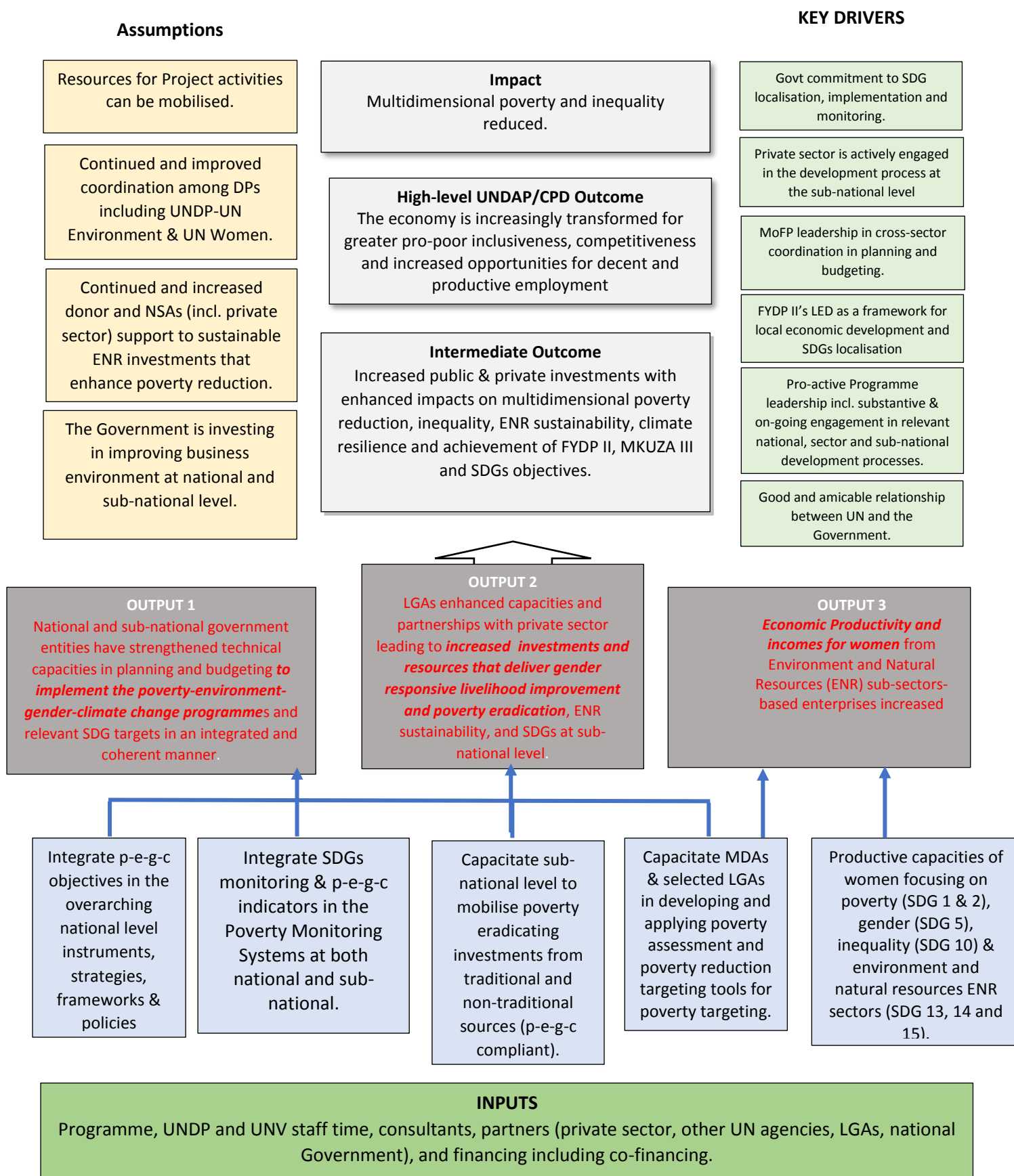
¹⁵ 2017 Study Report by Joint UNEP/UNDP Poverty-Environment Initiative titled: Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania; Lessons for Enhancing Integration of Poverty-Environment Linkage Objectives into National and Sub-national Development Planning and Budgeting Frameworks

related project's outputs and associated activities to translate into the envisaged outcome, the institutional concept of the public policy theory¹⁶ advocates for development programmes to ensure that responsible public entities own outputs of the programmes. The project will therefore seek to continuously engage key decision makers and primary owners of the project outputs. Two important lessons from the ongoing PEI project. First, is to consult early (from the inception of the project) and often. The second lesson is that, engaging with project's stakeholders requires patience and it is a time-consuming process. Additionally, PEI experience has demonstrated that pro-active project leadership and engagement in relevant national development planning processes and decision-makers at different level is a key driver of change. This reflects that UN supported projects contribute to change while national decision-makers are absolutely critical to generating change. Such engagements are time consuming, as the experience from the ongoing PEI phase shows. The Project will therefore invest in staff time and technical support advocacy and influence policy frameworks to increase investments in sustainable ENR that have an impact of reducing multidimensional poverty and inequality, empower women and improve climate resilience. The project will build on the lessons learned that supporting LGAs capacity for planning enhances LGAs capacity to formulate plans for attracting and engaging private sector to invest in nature-based enterprises. For example, the Simiyu Regional investment guide has been used to attract investment from private companies to invest in milk, chalk and tomatoes processing.

2.1.4 The project's theory of change argues that an increase in women access to productive assets and skills enhances, improved access to economic resources (such as ENR) and strengthened capacity of women entrepreneurs will minimize poverty, reduce inequalities and exclusion women from economic opportunities and social development.

¹⁶ The concept considers public sector entities as integral to the public policy making process and inherently influence policy implementation.

Figure 2: ToC



2.2 Implementation approach

2.2.1 In order to ensure cost efficient use of resources, the Project implementation approach is in line with the principles of alignment, country knowledge building and use of country systems as stipulated in the Tanzania's Development Cooperation Framework (DCF). The Project will facilitate, catalyse, and broker increased targeted sustainable ENR based poverty reducing interventions to tackle multidimensional poverty, inequality, gender disparities, and augment climate resilient economic activities. Poverty reducing initiatives will be identified through developing, packaging and disseminating business cases and outcomes of successful demonstrated cases to other development agencies, private sector and LGAs for implementation. For example, the Project will use the results from the Cost Benefit Analysis (CBA) to promote the scaling up of nature-based livelihood pilots that were successfully implemented in the ongoing PEI phase. As a catalyser, the Project will, for instance, capacitating LGAs (training, staff exchanges, research, TA etc.) to work in partnership, for example, with private sector (the public-private partnerships) for sustainable development initiatives targeting the poor women and men, youths in rural areas. As a facilitator, the Project will also partner with other institutional initiatives such as the eco-village approach to rural development such as by IRP Chololo eco-village in Dodoma, the Local Investment Climate (LIC) of TAMISEM, the evolving and emerging Local Economic Development (LED) of the FYDP II as well as the SDGs mapping and national Multidimensional poverty index process by NBS, and Decentralisation by Devolution (D by D) in Zanzibar. The project will work in collaboration with the relevant Government entities and training institutes such University of Dar es Salaam (UDSM) e.g Department of Economics; College of Agriculture and Fisheries Technologies as well as Sokoine University of Agriculture as knowledge centres as well as Local Government Training Institute (LGTI) and IRDP to capacitate LGA staff to apply poverty assessment and poverty reducing targeting tools (feasibility studies, cost-benefit analysis etc.) to enhance programme targeting for increased tangible impact and generate livelihood improvement change for local communities.

2.2.2 Strategically, the Project will be implemented at two levels. At the national level, the focus will be on interventions with the potential to reach out and effect change to all LGAs and sectors. Examples include, supporting coordinated and coherent efforts to develop FYDP II's Local Economic Development (LED) framework that will be further developed to guide economic development at the sub-national level. UNDP will support efforts to ensure that the framework takes into account aspects of gender equality, poverty reduction, environmental sustainability and climate change. Another example is to facilitate the efforts of the Government of Tanzania in accessing the global resources for climate change. It is expected that through the national designated authority such resources will flow to climate change projects at the sub-national. Evidence shows climate finance reaching the local level – as part of a coherent approach to climate action – delivers effective, efficient and sustainable results that enhance the impact of each dollar disbursed. UNDP has, over the years, built considerable experience in influencing sectorial and medium terms development plans.¹⁷ This experience will be useful to navigate through national level structures and frameworks. UNDP, for example, supported the development of the FYDP II and MKUZA III as well as the domestication of the SDGs. UNDP will also support efforts to strengthen the application of poverty analytical tools to improve poverty targeting, including insuring that poverty reduction interventions take into account women and men's different needs and vulnerabilities. UNDP will also use knowledge products such as the study report of the Factors driving the gender gap in agricultural productivity to inform policy making and advocate for enhanced investments in reducing women's time poverty and strengthening their access to and benefiting from nature-based green economy economic opportunities to enhance their tangible benefits.

¹⁷ Independent Evaluation Office (2015). Assessment of Development Results. Evaluation of UNDP contribution. United Republic of Tanzania. NY: UNDP.

2.2.3 At the sub-national level, the Project will aim at addressing the remaining capacity development gaps from the ongoing phase of PEI. The focus will be on supporting finalisation of the FYDP II's LED through LGAs capacity development in gender responsive poverty analytics, planning, business plan development, resources mobilisation, dialogue and coalition between LGAs, private sector and CSOs, and evidence and knowledge generation and dissemination. This will help ensure that the LGAs have the capacity to formulate, implement and attract resources for climate smart and gender responsive targeted poverty eradication interventions. UNDP has previously successfully supported sub-national LGAs capacity development in planning such as the District Development Plans and Regional Investment Guides. The private sector and development agencies will be motivated to incorporate p-e-g-c objectives and scale up targeted investments with potential to reduce multidimensional poverty and inequality. The Project has strategically selected Kigoma and Simiyu regions as well as the six pilot districts of Bunda, Sengerema, Bukoba, Ikungi, Illeje and Nyasa for sub-national level scale up support as well as three LGAs in Zanzibar. Kigoma is a UN Joint programme area and the poorest region with 48.9 per cent of its population below the basic poverty line¹⁸ and 73 per cent that are multidimensional poor.¹⁹ The poverty rate in Kigoma is nearly 10 times that of Dar es Salaam, the region with the lowest poverty incidence (5.2 per cent). UNDP has in the past actively engaged in regions such as Simiyu, Mwanza, Mara etc through supporting the development of Regional investment guides, and feasibility studies for private sector investments in a number of interventions such as agro-processing industries and chalk making factories. As a result, the region has become as an example of exemplary performance and a demonstration model region for other regions to develop regional investment guides (e.g Mara, Mwanza, Morogoro etc..) and the project will use this approach to demonstrate how LGAs can engage in business development planning and resources mobilisation can facilitate inclusive local economic development. The project will therefore work in support of developing and implementation of regional investment guides and the associated project feasibility studies and business planning that will attract private sector investment to deliver tangible results to community beneficiaries. The project will also promote successful initiatives such as Chololo eco-village approach to rural development as centres of learning through facilitating intra-country south-south co-operation between regions or LGAs. The project will also support Decentralisation by Devolution (D by D) processes in Zanzibar and Mainland.

2.2.4 Whereas the SDG 17 strongly advocates for partnerships in the development processes, one of the objectives of the Tanzania's Development Cooperation Framework (DCF) is to ensure effective coordination in development cooperation. The envisaged Project's activities at both national and sub-national levels will therefore be implemented through partnerships and coalitions with the private sector, UN agencies (e.g. UN Women, UN Environment, UNCDF and ongoing or planned UNDP co-funded projects), CSOs, and, training and research institutes. For instance, at the sub-national level the Project will facilitate partnerships between the private sector and LGAs to accelerate poverty eradication initiatives that take into account sustainable use of the environment and natural resources. The project could for instance, offer technical assistance to LGAs to incentivise private sector to invest in projects that are largely producing public benefits. Ongoing initiatives by other agencies to improve local investment climate are additional avenues to collaborate to spearhead private sector engagement in LED processes. The focus will be on catalysing support for private sector projects that produce long lasting effects and diversify the ENR based local economies. Private sector engagement will be of immense benefit to rural producers – by bringing market knowledge, resources and technical expertise.

¹⁸ MoFP (2016). Hotuba ya Waziri wa Fedha na Mipango, Mhe. Dkt. Philip Isidor Mpango (Mb), akiwasilisha bungeni taarifa ya hali ya uchumi 2015 na mpango wa maendeleo wa taifa 2016/17. Retrieved from http://www.mipango.go.tz/index.php?option=com_docman&task=doc_download&gid=122&Itemid=0

¹⁹ UNDP (2014). Tanzania Human Development Report 2014. Dar es Salaam: UNDP.

2.2.5 The project will partner with other UNDP projects such as Development Effectiveness project, UNDP Social Protection project and Environment and climate change pillar projects as well as other UN agencies initiatives on SDG localisation, monitoring and implementation of LED related initiatives. The latter could include collaboration with UN Women on the implementation of recommendations of the PEI/UN Women commissioned study on the factors driving the gender gap in agricultural productivity in Tanzania. Primarily, the SDGs will be localised and implemented through the LED initiative which advocates for practical approaches to be used by regional secretariats, LGAs, and communities when designing and implementing locally customized poverty reducing interventions. The emphasis will be on localising SDGs such as poverty (SDG 1 and 2), gender (SDG 5), inequality (SDG 10) and environment (SDG 13, 14 and 15). Overall agenda to guide potential partnerships between this Project and other development agencies include: 1) synergies and entry points 2) shared interests, particularly around evidences on poverty eradication and p-e-g-c nexus, and; 3) resource mobilisation. The latter is composed of three elements. First, mobilising resources for implementing the planned Project activities. Second, advocating for other UN and non-UN projects to engage and invest resources in areas associated with p-e-g-c objectives, and; 3) capacitating LGAs to engage in mobilising development financing.

2.2.6 Improved coherence in policy, planning and projects implementation (SDG target 17.14) is vital to addressing the p-e-g-c nexus in general and within the SDGs framework. Building on extensive experience gained from the ongoing PEI, the Project will be delivered in an integrated manner²⁰, that is, across disciplines and sectors to produce amplified impact to communities. Given the inter-sectoral nature of the p-e-g-c objectives, the integrated approach will, for instance, involve bringing together finance, environment, ENR relevant sector ministries and TAMISEMI to address p-e-g-c challenges in a comprehensive, and unified manner. Enhanced Government coordination and synergies will be delivered, for example, through strengthening institutional capacity of Policy Analysis Department (PAD) and PED as a centre of excellence where other MDAs will be drawing support on poverty analysis, application of poverty assessment tools, and SDGs related information.

3.0 Results and Partnerships

3.1 Expected Results

3.1.1 The project contributes to the Economic Growth CDP/UNDAP II outcome: “The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment”, and has three outputs:

1. National and sub-national government entities have strengthened technical capacities in planning and budgeting to **implement poverty-environment-gender-climate change programmes** and relevant SDG targets in an integrated and coherent manner.
2. LGAs enhanced capacities and partnerships with private sector leading to **increased investments and resources that deliver gender responsive livelihood improvement and poverty eradication**, ENR sustainability, and SDGs at sub-national level.
3. **Economic Productivity and incomes for women** from Environment and Natural Resources (ENR) sub-sectors-based enterprises increased

²⁰ Integrated approach refers to an intentional approach for linking the design, delivery and evaluation of programmes across disciplines and sectors to produce amplified impact for the benefit of people

3.1.2 The expected changes that can directly be attributed to the Project include 1) national level instruments such as guidelines, strategies, development frameworks and policies that integrate p-e-g-c objectives 2) increased SDGs localisation, monitoring and implementation within the LED framework 3) increased targeted investments in sustainable nature based poverty eradication activities within the LED framework 4) enhanced capacity of LGAs and MDAs to apply poverty assessment tools and poverty reduction targeting in LED implementation, and; 5) increased access to the global climate change resources. The Project falls under output 1 of the UNDP's CPD which states 'Select ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plans'. The related CPD indicator is 1.1 'Number of policies/plans that integrate and allocate resources for implementation of poverty, environment and gender'.

3.2 Resources Required to Achieve the Expected Results

3.2.1 Project funding is expected from the EU, UNDP TRAC and UNDP-UN Environment resources with supplements from the One UN Fund. This Project document will not only be used for resource mobilisation but also for seeking partnership with other actors (including the private sector, donor agencies and CSOs). Partnership will not necessarily involve securing money, but could for instance, involve disseminating knowledge and lessons or offering TA to organisations whose objectives are similar to PEI, or want to scale up technologies and lessons from PEI initiatives using their own resources. The Project will mount resource mobilisation efforts in collaboration with TAMISEMI, PED and Policy Analysis of MoFP, and Planning Commission in Zanzibar (national level) and individual LGAs (sub-national level). The Project will support LGAs or central Government entities to formulate and write project proposals to access private sector funding, as well as local, regional and/or international levels development resources. Given the nature of the proposed activities, technical staff time is a critical resource – mostly because of Project's implementation approaches of brokering, facilitation, and catalysing development solutions which demand intensive technical staff engagement. As an integral part of the UNDP country programme (2016 – 2021), the Project will engage in UNDP's led dialogue with high-level government policy and programming forums.

3.2.2 The total cost of the Project is approx. US\$ 5.92 million. In the event that resources mobilised for the Project do not meet the estimated budget, UNDP, UN Environment, and the Government counterparts will review Project activities with the view of prioritising activities that could maximise delivery of outcomes.

3.3 Partnerships

Extensively discussed under subsection 2.2 describing the implementation approach.

3.4 Risks and Assumptions

3.4.1 Assumptions are highlighted in section 2. A total of five risks are discussed, from the potential delayed and time-consuming negotiations on the Project approval process, to weak institutional capacity for intended results of an intervention and weak incentives for increased private sector engagement in the p-e-g-c related activities. Annex 1 presents the risk log which includes the description and type, and mitigation response for each of the identified risks. The log also rates the possible impact and probability of the risks to materialize.

3.5 Stakeholder Engagement

3.5.1 Many of the issues related to strengthening the integration of the p-e-g-c nexus in Tanzania cannot be tackled by one agency alone. They are complex and require multiple actors such as development partners, who provide financial and technical support to projects, central and local governments who have authority over development themes and areas where the interventions are taking place, and local actors (including CSOs and private sector) who best understand the local interests. The envisaged project activities consider the following as key stakeholders: MoFP in Zanzibar (particularly Planning Commission), MoFP (particularly PED and Policy Analysis), OCGS & NBS for data and statistics, TAMISEMI (particularly the department of sector coordination) and LGAs for Tanzania Mainland and PORLAGSD for Zanzibar. Given the nature of some of the Project activities (e.g. mainstreaming p-e-g-c into Government instruments and policies), the stated entities are both stakeholders and beneficiaries of the project.

3.5.2 In terms of promoting and advocating for targeted poverty eradication investments, rural producers, poor women and youths in particular, are the direct beneficiaries of the project interventions. Depending on the nature of the interventions, rural producers could be engaged as individuals or in cooperatives or any other forms of collective actions. Other important stakeholders include parliamentarians (central level) and councillors (sub-national level). They play an important oversight role in the use of public funds and are vital in encouraging executive branches of Government to integrate p-e-g-c objectives in the development plans and policies. The parliamentarians and councillors will be identified through committees that are relevant to the PEI thematic areas and will be engaged in the project through parliamentary forums and capacity building initiatives.

3.5.3 The Project will from the early stage manage stakeholder engagement based on a well-defined strategy with a clear set of objectives, timetable, budget, and allocation of responsibilities. Previous phases of the project have successfully engaged important stakeholders and thus promoted significant social capital of use to this project (network, trust, and shared values). Regular consultation will be prioritised to ensure that requirements are agreed, and a delivery solution is negotiated that is acceptable to the stakeholders. It is worth highlighting that the development of this project document went through an extensive consultation and feedback process, covering LGAs, and central Government entities such as MoFP and TAMISEMI.

3.6 South-South and Triangular Cooperation (SSC/TrC)

3.6.1 SDG 17 [target 17.6 and 17.9] requires new and innovative ways of working together and adopting creative approaches including North-South, South-South and triangular cooperation. In line with UNDP's SSC Strategy, the project will explore innovative ways of supporting SSC and TrC, and UNDP will play a strong role as knowledge broker, capacity development supporter and partnership facilitator. One avenue that will be further explored is the newly launched UNDP initiative "SSMART for SDGs", which is a global marketplace and an end-to-end service that provides easy and broad access to demands and supply in development solutions to address challenges in achieving the SDGs. The Project intends to use SSC and TrC opportunities in meeting three objectives of: 1) tapping into additional funding sources (in-kind or cash contributions) 2) inspiring innovation (e.g. identification of potential prototypes and their testing in real-world conditions). Specifically, the SSC and TrC will be in the form of:

- Technical cooperation [cooperative knowledge and skills-sharing platforms, analysis, capacity development, incentives, study tours and peer learning, research collaboration, policy advocacy, and technical know-how including technology transfer]. SSC will be an avenue for sourcing lessons and best practices including for replication such as the Chololo eco-village model to environmentally friendly approach to rural development. This will enable local

communities to transform their rural landscapes to increase their productivity for livelihood improvement, incomes and poverty reduction.

- Financial cooperation [mobilization and transfer of in-kind support or cash resources, the same as the traditional financial resource transfers as the case of North-South cooperation].
- Economic cooperation [cooperation in trade and investment]. Southern players are targeting Africa as the next frontier of economic opportunity. It is an opportunity for the Project to facilitate the two Project regions and districts to market and promote investment opportunities targeting the southern players.

3.6.2 The Project will consider several SSC and TrC opportunities. First, are the intra-country South-South cooperation and peer learning, for example, between Simiyu and other regions on the investment guides and projects feasibility studies and resources mobilisation / marketing. Secondly, the project will link with other UNDP programmes and projects such as in the environment and climate pillar, to create synergies and opportunities for peer learning and scale up of ENR interventions. Thirdly, as countries are at distinct stages of localising, implementing and monitoring SDGs, immense opportunities exist for cooperative exchange of experience among the southern states (through peer learning). The project will tap into the global UNDP SSMART for SDGS platform that facilitates knowledge sharing between countries on SDGs implementation and monitoring. Fourth, there is potential opportunity to tap into UN agencies' centres of excellence (e.g. UNDP's Rio+ Centre in Brazil and WFP's centres of excellence in Brazil and China) and SSC related information resources from SSC gateways such as FAO's SSC gateway. Further, the project will link with other UN PEI global programme countries to share and learn from best practices integration of poverty-environment-gender-climate change nexus objectives into national development processes. As part of the strategy to enhance knowledge sharing and communication for resources mobilisation, the project will seek to share knowledge products with private sector and In-country Development Partners such as DFID, EU, SIDA, CIDA, with a view of securing resources for scale up of the pilot interventions.

3.7 Knowledge and Communication

3.7.1 One of the lessons from the past PEI projects is the necessity to pro-actively use hard evidences to influence integrated approach to development, how to improve ENR sustainability (SDG 14 and 15), and support the achievement of development goals (e.g. SDG 1 and 2). In line with the DCF's guiding principle of country knowledge building, the Project will facilitate and broker access to knowledge associated with the development solutions around the PEI's key themes. The Project will apply the concept of 'knowledge networking' whose main characteristic is collective production, and subsequent accumulation and dissemination of knowledge. The 'knowledge networking' will be driven by pool of knowledge producers including ESRF, UDSM, REPOA, Institute of Rural Development and Planning (IRDP) and Local Government Training Institute (LGTI) to improve skills and efficiency for community service delivery. The value addition of IRDP and LGTI (especially LGTI) is that that they have mandate and are hands on LGAs capacity development aspects of LGAs. They therefore have potential to increase Government ownership and sustainability of the expected Project outcomes.

3.7.2 Important complementarity exists between these research entities. For instance, whereas IRDP and LGTI are research and policy experts on sub-national and local level development processes, Research on Poverty Alleviation (REPOA) and Department of Economics (DoE) of the University of Dar es salaam (UDSM) have over the years engaging in poverty related researches both at the national and local level. CSOs could also be integrated in the knowledge networking pillar. Over the years, they have increased their investment in research, data collection and reporting at the sub-national level.

Such development makes CSOs as potential partners, in areas such as reporting sub-national level progress towards SDGs targets. New knowledge products will serve two purposes 1) to enhance the knowledge base on p-e-g-c nexus and facilitate the work of the Project 2) to market development opportunities for other actors to engage. The latter is part of the resource mobilisation strategy of the Project to raise targeted ENR poverty reducing investment.

3.7.3 The knowledge resources to be produced by the Project will be open-sourced to not only attract partnerships and private sector engagement but also giving other donor agencies ideas and opportunities to implement such evidences in their programme. Successful adaptation of such knowledge by other development agencies will be regarded as a success of the PEI project. Apart from knowledge products, media products will be produced to serve two purposes 1) visibility of the Project activities; and, 2) marketing development opportunities for other development actors to engage which should in turn contributes to the sustainability of the expected outcomes of the Project.

3.8 Sustainability and Scaling Up

3.8.1 The Project will not establish parallel processes but rather taking advantages of the existing instruments to further strengthen their focus on p-e-g-c objectives. National ownership will be safeguarded by working through the established Government systems (e.g. planning and budgeting committees), instruments (e.g. policy and project formulation guidelines) and entities (MDAs). For field based interventions, sustainability will be strengthened by focusing on economic interventions that generate sustainable economic benefits to households without destroying the environment. The project will aspire to provide support to enable access to markets (solutions and opportunities).

3.8.2 Scaling up entails deepening of a development impact, reaching out to those 'left behind' and ensuring the sustainability and adaptability of results. The UNDP's Strategic Plan 2018-22 has an explicit focus on scaling up by stating "Innovation, replication opportunities and lessons learned will be explicitly considered in project development, management and review so that results achieved with assistance from UNDP can be sustained over the long term'. The ongoing PEI project has already undertaken successful pilots that have generated evidences on poverty reducing capacity of biogas production, apiculture and aquaculture initiatives. Following the UNDP's 2013 Guidance Note on scaling up, the Project will therefore focus on using such business cases and evidences to lobby for increased public and private investment at the scaling up phase. The project will develop a resources mobilisation strategy to secure engagement and financing from other actors such as private sector and other Development Partners (both in-country and outside of the country). Currently there are no institutional/organizational constraints that might limit the scaling-up path.

4.0 Project Management

4.1 Cost Efficiency and Effectiveness

4.1.1 The Project will adhere to UNDP requirements e.g. prior micro assessment of potential partners and HACT audits. The proposed IP was already assessed using UNDP HACT Micro-assessment and is already implementing other UNDP interventions. Further, the project implementation will involve conducting joint mid-term evaluations to determine progress including the Project's financial performance, and performance of the partners (including evaluating the efficiency with which partners have spent funds allocated to them).

4.1.2 The Project implementation approaches of facilitation, brokering and catalysing development solutions are cost-effective strategies on their own. For example, rather than directly financing climate change related projects, the Project will facilitate public sector entities to access international climate

funding. It is a low-cost investment for the Project, with significant returns in terms of inflow of international climate fund resources to finance sub-national level climate change initiatives.

4.1.3 The Project could engage with other development agencies in organising joint capacity building events. Capacity building areas with potential for collaboration with other agencies include SDGs which are drawing significant interest from several traditional and non-traditional donors. Interventions that will benefit both Tanzania Mainland and Zanzibar will be organised in joint session rather than as separate events. Other UNDP projects (e.g. the Development Effectiveness Project and Social Protection share similar stakeholders/ beneficiaries (e.g. PED and Policy Analysis of MoFP, Planning Commission in Zanzibar, LGAs, NBS etc.) offering cost saving measures such as joint monitoring and evaluation operations.

4.2 Project Management

4.2.1 The Project administration and management function will be operationalised in Dar es Salaam and / Dodoma (that is, from the UNDP offices and offices of MoFP in Tanzania Mainland). The Project will be housed in the MoFP's PED office in Tanzania (the IP) and will rely on support services from the UNDP country office (e.g. programme costing, procurements, disbursements, and audit arrangements) and technical advisory support from the UNDP-UNEP PEI team in Nairobi. The sub-national level activities of the Project will be coordinated through PORLAGSD (Zanzibar) and TAMISEMI (Mainland). Further, other activities will be implemented through other identified specialised responsible parties (RPs) including but not limited to University of Dar es Salaam – UDSM (especially Department of Economics (DoE) including Environment for Development (EfD), Centre for Economic Research and Policy (CERP), and College of Agriculture and Fisheries Technologies at UDSM as well as Sokoine University of Agriculture (SUA) to help on climate smart agriculture. The Project will be implemented over a 4-year period from July 2018 to June 2022, closely in line with the implementation timeline of the national medium-term development strategies of both sides of the union. The 4-year period also provide sufficient time for host institutions capacity development to take effect for sustainability purposes.

4.2.2 Disbursement arrangement will be structured as follows: Funds disbursed directly to the designated bank accounts of both the Implementing Partner (IP) and the various identified Responsible Parties (RPs) indicated in section 4.2.1 as per agreed activity allocations in AWP and the signed LoAs (or MoUs) signed between IP and RPs. The basis for the overall Project's M&E will be the result framework presented in section 6. The Project will be required to use UNDP's 'gender check list' when assessing progress being made in different areas of the Project. Risks will be monitored continuously and mitigation strategies regularly introduced and discussed at the project board meeting as defined in the annex 2 of the ToRs of the Project Board.

5.0 Results Framework

<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: UNDAF/CPD Outcome: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment. UNDP Strategic Plan 2018 – 2021 Outcome: Advance poverty eradication in all its forms and dimensions.</p>										
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: % of national budget allocated to address poverty, environment and gender. Baseline: 4.5% Target: 5%</p>										
<p>Applicable Output(s) from the UNDP Strategic Plan: UNDP Strategic Plan 2018 – 2021 Outputs:</p> <p>Output 1.2.1: Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services</p> <p>UNDP Strategic Plan Output Indicators: 1.2.1.2 Existence of institutional and partnerships arrangements for the formulation and implementation of LED strategies and plans at sub-national level. a) With institutional frameworks for implementation in local and regional governments b) With public-private partnerships at scale for accelerating catalytic LED initiatives</p>										
<p>Project title and Atlas Project Number: Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into LED and SDGs Localisation for sustainable development and poverty eradication in Tanzania (00092476)</p>										
EXPECTED OUTPUTS	OUTPUT INDICATORS ²¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 1: National and sub-national government entities have strengthened	Indicator 1: Number of national overarching Planning & Budgeting framework for LGAs that are mainstreaming p-e-g-c objectives.	TAMISEMI & MoFP (Tanzania Mainland and Zanzibar)	0	2018	01	01	01	01	4	<p>Data collection methods: Review of Annual Local Government Planning Budgeting Guidelines by TAMISEMI Risks: Lack of stakeholders' interest in integrating p-e-g-c objectives.</p>

²¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<p>technical capacities in planning and budgeting to implement the poverty-environment-gender-climate change programmes and relevant SDG targets in an integrated and coherent manner.</p>	<p>Indicator 2: Poverty Monitoring Systems (PMS) integrated and applying p-e-g-c indicators in context of SDGs indicators</p>	<p>MoFP-PED, TAMISEMI, Zanzibar's Planning Commission</p>	0	2018	PMS Document	Annual SDG & Poverty Status Report	Annual SDG & Poverty Status Report	Annual SDG & Poverty Status Report	Annual SDG & Poverty Status Report	<p>Data collection methods: Review of PMS reports, survey reports, research, SDG Monitoring Reports Risks: Inadequate and incoherent data to integrate national and LGAs monitoring systems.</p>
	<p>Indicator 3: Number of sub-national planning / investment frameworks integrating SDG 1 and 2 (poverty), SDG 5 (gender), SDG 10 (inequality) and SDG 13, 14 and 15 (environment).</p>	<p>MoFP (Tanzania Mainland and Zanzibar)</p>	01	2018	2	2	1	1	7	<p>Data collection methods: Review of Development Plans and RIG documents and SDG reports, LED Framework, Risks: overreliance of LGAs planning on public financing which limits the scope of priorities</p>
	<p>Indicator 4: Number of poverty analytics and assessment tools for gender responsive poverty targeting developed and applied.</p>	<p>TAMISEMI, MoFP, selected LGAs (Tanzania Mainland & Zanzibar)</p>	0	2018	1	1	1	1	2	<p>Data collection methods: Reviewing of the poverty analytics assessment tools and research reports Risks: inadequate interest engaging in such capacity building initiatives.</p>
<p>Output 2: LGAs enhanced capacities and partnerships with private sector leading to increased investments and resources that deliver gender responsive livelihood improvement and poverty eradication, ENR sustainability, and SDGs at sub-national level.</p>	<p>Indicator 1: Number of gender responsive and climate smart poverty eradicating investments at the sub-national level implemented</p>	<p>Selected LGAs & TAMISEMI (Tanzania Mainland)</p>	07	2018	1	3	01	1	6	<p>Data collection methods: review of the investment guides and project proposal documents, project implementation and monitoring reports, Risks: Inadequate resource from private sector and DPs.</p>
	<p>Indicator 2: Amount of resources mobilized through private sector partnership, that deliver results which meet poverty-environment-gender - and climate change (p-e-g-c) nexus objectives</p>	<p>Selected LGAs & TAMISEMI (Tanzania Mainland)</p>	TBD	TBD	TBD	TBD	TBD	TBD	TBD	<p>Data collection methods: Review of administrative reports from LGAs and TAMISEMI Risks: Inadequate resource from private sector.</p>

Output 3 <i>Economic Productivity and incomes for women</i> from Environment and Natural Resources (ENR) sub-sectors-based enterprises increased	Indicator 1: Number of women farmers benefiting from on-farm CSA technologies	Quarterly report	0	2018	200	300	400	500	1400	<i>Data collection methods: Review of progress reports</i> <i>Risks: Reluctance of women to apply technology, inability to mobilize adequate financing</i>
	Indicator 2: Number of women benefiting from time-reducing appropriate technologies	Quarterly report	TBD	2018	200	300	400	500	1400	<i>Data collection methods: Review of progress reports</i> <i>Risks: Reluctance of women to apply technology, inability to mobilize adequate financing</i>
	Indicator 3: No. of women engaged in ENR -based economic and income generating enterprises	Quarterly report	TBD	2018	200	300	400	500	1400	<i>Data collection methods: Review of progress reports</i> <i>Risks: Resistance from men to support women to engage</i>

6. MONITORING AND EVALUATION

In accordance with UNDP’s programming policies and procedures, 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]

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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.	Partners for some of the activities will be identified in the	US\$ 5,000

				later stage when UNDP starts to solicit collaborations from other DPs.	
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.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	US\$ 5,000
Knowledge and Learning	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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	US\$ 10,000
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.	Biannual	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit	US\$ 5,000

				collaborations from other DPs.	
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.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	US\$ 5,000
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 log with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly and Annually, and at the end of the project (final report)	Project management will be responsible to develop projects reports to be presented to the project Board.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	US\$ 5,000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the 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	Semi-annual	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Partners for some of the activities will be identified in the later stage when UNDP starts to solicit collaborations from other DPs.	US\$ 5,000

	to socialize project results and lessons learned with relevant audiences.				
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Evaluation Plan²²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAP/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	TBD	Keeping people out of poverty	The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.	30 June 2022	IP, RPs and beneficiaries	\$20,000 UNDP

7 (a) Joint Multi-Year Work Plan for Mainland and Zanzibar ^{23, 24, 25}

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR (In US\$)				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding source	Budget description	Total amount (In US\$)
<p>Output 1: National and sub-national government entities have strengthened technical capacities in planning and budgeting to implement poverty-environment-gender-climate change programmes and relevant SDG targets in an integrated and coherent manner.</p> <p><i>Gender marker: 2</i></p>	<p>1. Support the integration of p-e-g-c objectives into the MTEFs guidelines to guide LGAs in establishing eco-village model approach to rural development based on Chololo eco-village case study.</p>	50,000	40,000	50,000	10,000	TAMISEMI / IRDP/ MoFP-PED	TBD	Farm implements, materials, peer farmer-to-farmer learning exchanges	150,000
	<p>2. Support the development of the national guidelines to guide LGAs efforts in mobilising development resources to achieve p-e-g-c objectives. *</p>	10,000	10,000	10,000	0	TAMISEMI	TBD	Trainings, workshops, DSA, travel	30,000
	<p>3. Supporting the inclusion of SDGs and p-e-g-c objectives in the LED framework, including establishing eco-village model based interventions for local economies and rural livelihoods improvement interventions in Tanzania Mainland.</p>	70,000	50,000	20,000	0	MoFP PED/ TAMISEMI/ IRDP	TBD	Farm implements, materials, peer farmer-to-farmer knowledge learning exchanges	140,000

²³ 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

²⁴ 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.

²⁵ These are broad activities. More details will be specified in the annual work plans.

	4. Support at least three MDAs to integrate p-e-g-c objectives in policy and project reviews and enhance policy-budget coherence.	10,000	20,000	20,000	10,000	MFP/TAMISE MI/ PORALGSD (Zanzibar)	TBD	Consultancy, workshops, DSA, travel	60,000
	5. Support national entities to access international funds for climate change and implement community climate resilience projects at community and LGA levels.	0	5,000	5,000	0	UNDP/VPO Department of Environment	TBD	inhouse skills development support	10,000
	6. Supporting the piloting of multi-dimensional poverty reduction interventions and measurement with ENR elements through implementation of community climate resilience projects in selected districts (support to Regional Investment Guides implementation) and national MPI development process).	140,000	160,000	100,000	0	UNDP, MoFP, TAMISEM,	TBD	Training and skills / knowledge development, farm implements, farmer-to-farmer knowledge learning and exchange	400,000
	7. Support capacity development for LGAs to apply PMS. *	5,000	10,000	5,000	10,000	MoFP/ TAMISEMI	TBD	Trainings, workshops, Inter-LGAs learning exchanges	35,000
	8. Support action-based research, knowledge sharing, and data revolution that will strengthen implementation of nature-based livelihood enterprises development , PMS and data driven development policies.	70,000	95,000	40,000	15,000	MoFP TAMISEMI/ VPO-DoE	TBD	Skills development, farm implements, farmers on-farm training and learning	120,000
	9. Support Government institutions to co-ordinate and apply integrated approach to SDGs, and FYDP II implementation and monitoring.	5,000	5,000	5,000	4,000	MoFP	TBD	Trainings, workshops	19,000

	10. Support the development of coherent national and sub-national planning local level nature-based interventions and systems ⁱ which are climate smart and gender responsive	60,000	100,000	60,000	50,000	VPO	TBD	On-farm demonstration and Trainings, Skills development, farm implements,	270,000
	11. Strengthen the capacity of development actors including training institutes on poverty analytics, assessment and poverty eradication tools. *	0	10,000	10,000	10,000	UNDP/MoFP	TBD	Consultancy, workshops, DSA, travel	30,000
	12. Support the application of poverty analytical tools for environmental friendly poverty targeting and community poverty reducing and livelihoods improvement interventions. *	100,000	110,000	60,000	60,000	UNDP/MoFP	TBD	Skills and knowledge transfer, farm implements, travel	330,000
	13. Supporting the inclusion of SDGs and p-e-g-c objectives in the D by D frameworks in Zanzibar.	15,000	10,000	10,000	10,000	MoFP Zanzibar/ PORALGSD	TBD	Consultancy, workshops	45,000
	14. Support the updating and mainstream of p-e-g-c objectives in the Zanzibar's national guidelines for policy formulation, project planning, and resource mobilisation.	0	15,000	15,000	15,000	MoFP Zanzibar	TBD	Trainings, workshops, DSA, travel	45,000
	15. Support the evaluation of Vision 2020 and development of post 2020 Vision for Zanzibar from a p-e-g-c perspective.	0	15,000	15,000	15,000	MoFP Zanzibar	TBD	Trainings, workshops, DSA, travel	45,000
	16. Support action-based researches, knowledge sharing, and data revolution building on the results from the recent poverty assessment.	0	0	20,000	10,000	MoFP Zanzibar	TBD	Consultancy, workshops, DSA, travel	30,000

	17. Support Government institutions to co-ordinate and apply integrated approach to SDGs and MKUZA III implementation and monitoring for enhanced poverty reduction and livelihoods improvement service delivery .	55,000	60,000	60,000	60,000	MoFP Zanzibar	TBD	Consultancy, Workshops. DSA, travel	235,000
	18. Support the development and implementation of coherent D by D planning and service delivery mechanisms in zanzibar. ⁱⁱ	0	15,000	15,000	15,000	MoFP PORALGSD	TBD	Consultancy, workshops, DSA, travel	45,000
	19. UNDP Technical Advisory support	100,000	100,000	100,000	100,000	UNDP	EU/TBD		400,000
Sub-Total for Output 1									2,450,000
Output 2: LGAs enhanced capacities and partnerships with private sector leading to increased investments and resources that deliver gender responsive livelihood improvement and poverty eradication, ENR sustainability, and SDGs at sub-national level. <i>Gender marker: 2</i>	1. Support capacity development for preparing business proposals and cases and undertaking feasibility studies to attract additional development finances. *	10,000	10,000	10,000	0	UNDP	TBD	Learning and in-house skills development, workshops, DSA, travel	30,000
	2. Support the development and implementation of projects identified in Regional Investments Frameworks for Local economic development (LED) e.g in Simiyu regional investment guides including gender equality and women economic empowerment -GEWE ⁱⁱⁱ interventions	140,000	150,000	90,000	10,000	MoFP, TAMISEMI, PORALGSD, Zanzibar Planning Commission	TBD	On-the grounds skills development, training, farm implements, materials, peer farmer-to-farmer learning exchanges	390,000
	3. Support the identification of mechanisms to align private sector incentives with public sector multi-dimensional poverty eradication benefits	0	5,000	5,000	5,000	MoFP	TBD	Workshops, DSA, travel	15,000

	4. Support the selected LGAs and central Government institutions to formulate and implement climate smart and gender responsive targeted poverty eradication interventions using resources from traditional and non-traditional sources (p-e-g-c compliant).	100,000	120,000	70,000	50,000	MoFP/ TAMISEMI	TBD	Technological and skills transfers, farm implements	340,000	
	5. Advocate for the inclusion of p-e-g-c objectives in development projects being implemented by other development actors*	5,000	10,000	0	0	UNDP	TBD		15,000	
	6. UNDP Technical Advisory support	100,000	100,000	100,000	100,000	UNDP	EU/TBC		400,000	
	Sub-Total for Output 2									1,190,000
Output 3: Economic Productivity and incomes for women from Environment and Natural Resources (ENR) sub-sectors-based enterprises increased <i>Gender marker: 3</i>	1. Support to enable women's access to and control over productive ENR assets within the policy, planning and budgeting process (including CSA policies) as means to enhance women economic opportunities for poverty reduction	15,000	50,000	40,000	20,000	UNDP		women capacity, women economic productive skills development	125,000	
	2. Support increased women's access to Climate Smart information and technologies to enhance their community resilience and economic productive capacity	35,000	50,000	50,000	50,000	UNDP		Appropriate technologies and equipment, access, mobile technology transfer,	185,000	

	3. Support community level pilot innovative interventions for women-led Climate Smart Agriculture (CSA) technologies and practices integrating sustainable climate resilience and sustainable natural resources management and rural development	150,000	400,000	410,000	430,000	MoFP/TAMISE MI/ PORALGSD (Zanzibar), IRDP		Purchase of implements, site plot demonstratio nal, on-site farmer training,	1,390,000
	Sub-Total for Output 3	200,000	500,000	500,000	500,000				1,700,000
Evaluation	Monitoring and Evaluation (incl. Joint Monitoring missions etc...)	5,000	5,000	7,000	18,600	UNDP	TBD		35,600
Project Management	UNDP Direct Project Cost (DPC)	36,000	36,000	36,000	36,000	UNDP	TBD		144,000
	Project Co-ordination and Steering committee meetings	5,000	5,000	7,000	7,000	UNDP	TBD		24,000
	Office supplies and communication	5,000	5,000	4,000	2,000	UNDP	TBD		16,000
	Sub-Total for Project Management (incl. Monitoring and Evaluations)								219,600
Total project costs									
General management support (GMS)	7 percent for EU funds	10,500	10,500	10,500	10,500	UNDP	EU		42,000
	8 percent for bilateral donors	80,000	80,000	80,000	80,000	UNDP	TBD		320,000
	Sub-total for GMS								362,400
GRAND PROJECT TOTAL									5,922,000

Note: Bold Text and figures in the Joint Multi-Year Work Plan are interventions for community level direct tangible benefits whose budget is US\$ 4,170,000 representing 70.4% of US\$ 5,922,000 total project budget. The remaining 29.6% is for supportive activities to facilitate delivery of the direct tangible benefits for community livelihoods.

7 (b) Multi-year Work Plan for Mainland

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding source	Budget description	Total amount
<p>Output 1: National and sub-national government entities have strengthened technical capacities in planning and budgeting <i>to implement poverty-environment-gender-climate change programmes</i> and relevant SDG targets in an integrated and coherent manner.</p> <p><i>Gender marker: 2</i></p>	1. Support the MTEFs guidelines for use by the LGAs (and integrate p-e-g-c objectives in such guidelines) into establishing eco-village model approach to rural development based on Chololo eco-village case study.	20,000	50,000	20,000	10,000	TAMISEMI	TBD	Farm implements, materials, peer farmer-to-farmer learning exchanges	100,000
	2. Support the development of the national guidelines to guide LGAs efforts in mobilising development resources to achieve p-e-g-c objectives. *	10,000	10,000	10,000	0	TAMISEMI	TBD	Trainings, workshops, DSA, travel	30,000
	3. Supporting the inclusion of SDGs and p-e-g-c objectives on-going LED framework process e.g eco-village model based interventions for local economies and livelihoods improvement in Tanzania Mainland	20,000	90,000	30,000	0	MoFP	TBD	Farm implements, materials, peer farmer-to-farmer knowledge learning exchanges	140,000
	4. Support at least three MDAs to integrate p-e-g-c objectives in policy and project reviews and enhance policy-budget coherence. *	0	50,000	50,000	10,000	UNDP	TBD	Consultancy, workshops, DSA, travel	110,000
	5. Support national entities to access international funds for climate change for projects to be implemented at LGA level.	0	5,000	5,000	0	UNDP/VPO	TBD	inhouse skills development support	10,000

	6. Supporting the piloting of multi-dimensional poverty measurement with ENR elements through implementation of community climate resilience projects in selected districts (support to Regional Investment Guides implementation) and national MPI development process	0	50,000	30,000	0	UNDP	TBD	Training and skills / knowledge development, farm implements, farmer-to-farmer knowledge learning and exchange	80,000
	7. Support capacity development for LGAs to apply PMS. *	10,000	10,000	10,000	15,000	MoFP/ TAMISEMI	TBD	Trainings, workshops, Inter-LGAs learning exchanges	45,000
	8. Support action-based research, knowledge sharing, and data revolution that will strengthen implementation of nature-based livelihood enterprises development, PMS and data driven development policies.	10,000	40,000	30,000	20,000	MoFP, NBS, OCGS	TBD	Skills development, farm implements, farmers on-farm training and learning	100,000
	9. Support Government institutions to coordinate and apply integrated approach to SDGs, and FYDP II implementation and monitoring.	10,000	5,000	5,000	7,000	MoFP	TBD	Trainings, workshops	17,000
	10. Support the development of coherent national and sub-national level nature-based interventions and systems which are climate smart and gender responsive	0	50,000	50,000	50,000	TAMISEMI	TBD	On-farm demonstration and Trainings, Skills development, farm implements,	150,000

	11. Strengthen the capacity of development actors including training institutes on poverty analytics, assessment and poverty eradication tools. *	0	20,000	20,000	10,000	UNDP/MoFP, NBS, OCGS	TBD	Consultancy, workshops, DSA, travel	50,000
	12. Support the application of poverty analytical tools for poverty targeting and community poverty reducing interventions. *	20,000	70,000	35,000	25,000	UNDP/MoFP, NBS, OCGS	TBD	Skills and knowledge transfer, farm implements, travel	150,000
	13. UNDP Technical Advisory support	60,000	60,000	60,000	60,000	UNDP	EU/TBD	Consultancy, workshops	240,000
	Sub-Total for Output 1								1,222,000
<p>Output 2: LGAs enhanced capacities and partnerships with private sector leading to <i>increased investments and resources that deliver gender responsive livelihood improvement and poverty eradication</i>, ENR sustainability, and SDGs at sub-national level.</p> <p><i>Gender marker: 2</i></p>	1. Support capacity development for preparing business proposals and cases and undertaking feasibility studies to attract additional development finances. *	20,000	50,000	30,000	0	UNDP	TBD	Trainings, workshops, DSA, travel	100,000
	2. Support the development and implementation of projects identified e.g in Simiyu regional investment guide including interventions to strengthen gender equality and women's empowerment (GEWE)	20,000	80,000	60,000	10,000	UNDP	TBD	Farm implements, materials, peer farmer-to-farmer knowledge learning exchanges	170,000
	3. Support the identification of mechanisms to align private sector incentives with public sector multi-dimensional poverty eradication benefits	0	5,000	5,000	5,000	MoFP	TBD	co-ordination mechanism meetings, Workshops. travel	15,000

<p>Output 3: Economic Productivity and incomes for women from Environment and Natural Resources (ENR) sub-sectors-based enterprises increased</p> <p><i>Gender marker: 3</i></p>	4. Support the capacity development of selected LGAs and central Government institutions to formulate and implement climate smart and gender responsive targeted poverty eradication interventions using resources from traditional and non-traditional sources (p-e-g-c compliant).	25,000	90,000	20,000	15,000	MoFP/ TAMISEMI	TBD	Consultancy, workshops, DSA, travel	150,000
	5. Advocate for the inclusion of p-e-g-c objectives in development projects being implemented by other development actors*	5,000	5,000	0	0	UNDP	TBD	Farm implements, materials, peer farmer-to-farmer learning exchanges	10,000
	6. UNDP Technical Advisory support	60,000	60,000	60,000	60,000	UNDP	TBD		240,000
	Sub-Total for Output 2								685,000
	1. Support to address issues of women's access to and control over productive ENR assets within the policy, planning and budgeting process (including CSA policies) as means to enhance women economic opportunities for poverty reduction	7,500	25,000	20,000	10,000	UNDP		women capacity, women economic productive skills development	62,500
	2. Support increased women's access to Climate Smart information and technologies to enhance their community resilience	7,500	35,000	25,000	25,000	UNDP		Appropriate technologies and equipment, access, mobile technology transfer,	92,500

	3.Support community level pilot innovative interventions for women on CSA practices and technologies integrating sustainable natural resources management and rural development	30,000	298,000	252,000	315,000	MoFP/TAMISE MI		Purchase of implements, site plot demonstratio nal, on-site farmer training,	895,000
	Sub-Total for Output 3								1,050,000
	Sub-total for project Management including M+E, DPC, GMS etc..	72,750							291,000
	Total for Mainland for 1st Year	407,750							
	TOTAL FOR MAINLAND								3,248,000

7 (c) Multi-Year Work Plan for Zanzibar

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding source	Budget description	Total amount
<p>Output 1: National and sub-national government entities have strengthened technical capacities in planning and budgeting <i>to implement poverty-environment-gender-climate change programmes</i> and relevant SDG targets in an integrated and coherent manner.</p> <p><i>Gender marker: 2</i></p>	1. Supporting the inclusion of SDGs and p-e-g-c objectives in the D by D frameworks in Zanzibar.	30,000	75,000	50,000	30,000	MoFP Zanzibar/ Ministry of State (Presidents Office)	TBD	Farm implements, materials, peer farmer-to-farmer learning exchanges	185,000
	2. Support the updating and mainstream of p-e-g-c objectives in the Zanzibar's national guidelines for policy formulation, project planning, and resource mobilisation.	40,000	60,000	30,000	10,000	MoFP ZPC	TBD	Trainings, workshops, DSA, travel	140,000
	3. Support the evaluation of Vision 2020 and development of post 2020 Vision for Zanzibar from a p-e-g-c perspective.	80,000	65,000	55,000	30,000	ZPC	TBD	Farm implements, materials, peer farmer-to-farmer knowledge learning exchanges	230,000
	4. Support action-based researches, knowledge sharing, and data revolution building on the results from the recent poverty assessment (including HBS).	70,000	90,000	30,000	10,000	MoFP Zanzibar	TBD	Consultancy, workshops, DSA, travel	130,000
	5. Support Government institutions to coordinate and apply integrated approach to SDGs and MKUZA III implementation and monitoring.	60,000	70,000	30,000	7,000	MoFP Zanzibar	TBD	inhouse skills development support	167,000

	6. Support the development of coherent D by D planning and service delivery mechanisms. ^{iv}	15,000	76,000	10,000	10,000	MoFP Zanzibar/ PORALGSD	TBD	Training and skills / knowledge development, farm implements, farmer-to-farmer knowledge learning and exchange	111,000
	7. UNDP Technical Advisory support	60,000	60,000	60,000	60,000			Trainings, workshops, Inter-LGAs learning exchanges	240,000
	Sub-total for output 1	355,000						Skills development, farm implements, farmers on-farm training and learning	1,203,000
Output 2: LGAs enhanced capacities and partnerships with private sector leading to <i>increased investments and resources that deliver gender responsive livelihood improvement and poverty eradication</i> , ENR sustainability, and SDGs at sub-national level.	1. Support the identification of mechanisms to align private sector incentives with public sector multi-dimensional poverty eradication benefits	30,000	70,000	50,000	20,000	MoFP ZPC	TBD	Trainings, workshops	170,000
	2. Support the capacity development of selected LGAs and central Government institutions to formulate and implement pilot climate smart and gender responsive targeted poverty eradication interventions.*	30,000	95,000	30,000	15,000	MoFP/ PORALGSD	TBD	On-farm demonstration and Trainings, Skills development, farm implements,	170,000

<i>Gender marker: 2</i>	3. Advocate for the inclusion of p-e-g-c objectives in development projects being implemented by other development actors*	5,000	5,000	0	0	UNDP	TBD	Consultancy, workshops, DSA, travel	50,000
	UNDP Technical Advisory support	60,000	60,000	60,000	60,000	UNDP	TBD		240,000
	Sub-Total for Output 2	125,000						Consultancy, workshops	630,000
Output 3: Economic Productivity and incomes for women from Environment and Natural Resources (ENR) sub-sectors-based enterprises increased	1. Support to facilitate women's access to and control over productive ENR assets within the policy, planning and budgeting process (including CSA policies) as means to enhance women economic opportunities for poverty reduction	7,500	25,000	20,000	10,000	UNDP		Skills and knowledge transfer, farm implements, travel	62,500
	<i>Gender marker: 3</i> 2. Support increased women's access to Climate Smart information and technologies to enhance their community resilience	17,500	25,000	25,000	25,000	UNDP		Trainings, workshops, DSA, travel	92,500
	3. Support community level pilot innovative interventions for women on CSA practices and technologies integrating sustainable natural resources management and rural development	75,000	100,000	102,000	115,000	MoFP/ PORALGSD		Purchase of implements, site plot demonstratio nal materials, onsite farmer training, technologies	395,000
	Sub-total for Output 3	100,000							550,000
	Sub-total for project Management including M+E, DPC, GMS etc..	72,750							291,000
	Total for Zanzibar 1st year	652,750							
TOTAL FOR ZANZIBAR									2,674,000

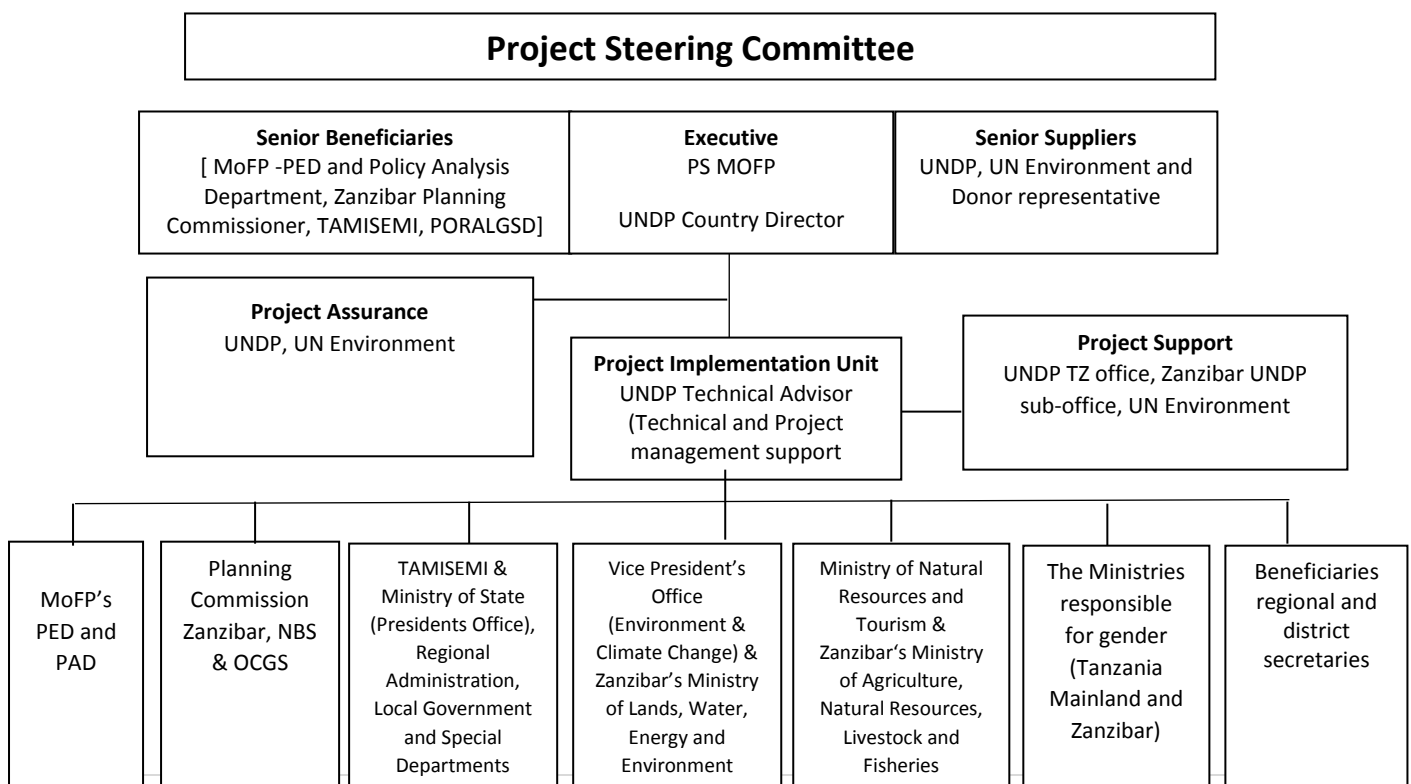
8.0 Governance and Management Arrangements

8.1 The administrative part of the Project will be under UNDP, Tanzania Mainland MoFP’s PED and Zanzibar’s Planning Commission. The Government entity (PED-MoFP) is the suitable choices as the Project’s Implementing Partner (IP), mostly because of its national mandate on poverty aspects. PED has , over the years, been the custodian of the Government poverty reduction strategies. Further, it is also actively involved in the ongoing reporting of the SDGs related activities. A Project steering committee, the highest decision-making body of the Project, will be made up of the IP and Responsible Parties (RPs) (see Figure 3).

8.2 In line with the DCF’s principles of Government leadership and national ownership of the development process, UNDP will co-chair the steering committee with the MoFP. The committee will be convening on semi-annual basis – to approve the Project’s annual plans and budgets and provide policy guidance to the implementation process. It can also be convened on an emergency or supplemental basis depending on the need. RPs are important to the Project because: 1) there is a dedicated ministerial department for each component of the p-e-g-c 2) the multi-sectorial nature of the p-e-g-c nexus 3) SDGs connectedness, and; 4) Project intends to work at both the national and sub-national level. UNDP will disburse funds directly to the RPs based on the signed LoAs between IP and the respective RPs as per activity distribution in the AWP.

8.3 There are three groups of actors in the project implementation. The first 1) group consists of UN agencies (UNDP, UN Environment & Un Women) who are the primary financiers or resource mobilisers for the Project. The second 2) group comprises of national and sub-national sectoral ministries of MoFP’s PED (poverty and SDGs) and Policy Analysis Department, Planning Commission in Zanzibar, and Tanzania Mainland’s TAMISEMI and Zanzibar’s Ministry of State (Presidents Office), as well as sub-national Presidents Office Regional Administration, Local Governments and Special Departments (Zanzibar), as well as NBS and OCGS. The third 3) group is the academia institutions such as Universities (UDSM and SUA) and research think tanks such as REPOA and ESRF

Figure 3: Project Governance and Management Structure



8.4 In order ensure efficiency and effectiveness of the Project Steering Committee (PSC) whose structure is too big and meets only bi-annually, there will be a smaller technical implementation committee (TIC), constituted and mandated as a sub-committee of the PSC to over-see regular technical matters during project implementation. The TIC will be constituted to work in close collaboration with the project implementation team to provide technical support on matter of the project implementation on behalf of the PSC and report back to the PSC on the decisions made for information and record. The close and constant coordination between TIC and the project implementation at operational level provides an opportunity for regular interaction and creation of synergies between and among the partners on technical matters. The TIC will be comprised of senior technical staff from MoFP- ZPC, moFP PED, UNDP, CPAD and VPO-DoE, TAMISEMI and PORALGSD. The TIC will be convened and co-chaired by MoFP and UNDP while the PMU will prepare the agenda, take note of the meeting and compile minutes. The TIC will meet on quarterly basis and among others review Quarterly progress and plans.

9. Legal Context and Risk Management

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 Tanzania and UNDP, signed in May 1978. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

RISK MANAGEMENT STANDARD CLAUSES

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], 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.

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.

4. 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.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

Annex 1: Risk Analysis

Project Title: Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into LED and SDGs Localisation in Tanzania	Award ID:	Date: October 2017
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mitigation response	Owner	Submitted, updated by	Last Update	Status
1	Delayed and time-consuming negotiations on the Project approval process, priorities and activities.	October 2017	Operational Delivery	- Delay interventions and achieving the intended results. P = 2 I = 5	Focusing on pre-emptive dialogue and participatory decision-making approaches to planning with key decision makers (during annual work planning and before steering committee meeting). By being the core parties to the Programme, the MoFP entities (PED and Policy Analysis) will assist in closely following up the Government approval process.	PM, project partners			
2	Change of Government priorities.	October 2017	Political Government commitment	- Affect the achievement of the objectives of Project if they are not aligned with new Government priorities. P = 1 I = 5	Flexibility in implementation and most important to remain aligned to national priorities without getting out of the thematic aspects of PEI.	PSC			

3	Weak institutional capacity for intended results of an intervention.	October 2017	Organizational - Institutional/ Execution Capacity	These risks will affect timely execution of Project activities. P = 3 I = 4	Partner other stakeholders in identifying and supporting complementary capacity building initiatives that are necessary to the success of the Project.	PM, Implementation Team			
4	Insufficient allocation of Gov't resources to p-e-g-c-objectives.	October 2017	Financial – Funding Operational - Delivery	Reduce the likelihood of achieving the intended outcomes. P = 3 I = 5	Continued UNDP interactions with key counterparts in the Government and disseminating evidences of economic consequences of ignoring the two.	PS, PM, IP			
5	Absence of incentives for increased private sector engagement in the p-e-c-g related activities.	October 2017	Operational - Delivery	Time consuming trying to engage the private sector P = 3 I = 4	This risk will be minimised by focusing on increasing donor support for district level investments, supporting LGAs in restructuring fees, and other regulations, including their enforcement, and working through private sector representative organisations.	PM,			
6	Inadequate resource from private sector	May 2018	Financial – Funding Operational - Delivery	Reduce the likelihood of achieving the intended outcomes. P = 3 I = 5	This risk will be minimised by focusing on increasing donor support for district level investments, supporting LGAs in restructuring fees, and other regulations, including their enforcement, and working through private sector representative organisations.	PM			

Annex 2. Terms of reference for the Project Steering Committee

Project Steering Committee (also known as Project Board) is the main decision-making authority for the project. The PSC meeting will meet at least bi-annually and will specifically perform the following functions:

1. Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
2. Address project issues as raised by the project implementation / management team.
3. Provide guidance on new project risks and agree on possible counter measures and management actions to address specific risks.
4. Agree on project manager's tolerances as required.
5. Review the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily per the established plans.
6. Review combined delivery reports prior to certification by the implementing partner.
7. Appraise the project periodic reports, make recommendations for the next annual work plan, and inform the outcome group about the results of the review.
8. Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded
9. Assess and decide to proceed on project changes through appropriate revisions.

Annex 3: ToRs for the Technical Implementation Committee – A sub-committee of the PSC

Introduction and background

During the Pre-LPAC meeting sitting on the 18th March 2018 in Dodoma, an observation was made that the Project Steering Committee (PSC) structure was too big which might constrain its efficiency. Although the large size of the PSC was deemed necessary taking into account the large number of hence interests of the various partners and stakeholders, it was suggested that a smaller technical implementation committee (TIC) be constituted a sub-committee of the PSC to over-see regular technical matters during project implementation.

Rationale and the Need for TIC

In order to ensure efficiency and effectiveness of the Project Steering Committee (PSC) whose structure is too big and meets only bi-annually, there will be a smaller technical implementation committee (TIC), constituted and mandated as a sub-committee of the PSC to over-see regular technical matters during project implementation. The TIC will be constituted and mandated by a decision of the PSC to handle operational level technical matters of the project on behalf of the PSC and report back to the PSC on the decisions made for information and record.

Purpose and Objective of the TIC

The overarching aim of the TIC will be to provide technical support and guidance to the project implementation of the project.

The Composition and Modus operandi of TIC meeting

The TIC will be constituted and mandated by the PSC to work in close collaboration with the project implementation team to provide technical support on matters of the project implementation on behalf of the PSC and report back to the PSC on the decisions made for information and record. The close and constant coordination between TIC and the project implementation at operational level provides an opportunity for regular interaction and creation of synergies between and among the partners on technical matters.

The TIC will be comprised of senior technical staff from MoFP-PED, ZPC, UNDP, CPAD and VPO-DoE and TAMISEMI. The TIC will be convened and co-chaired by MoFP and UNDP while the PMU will prepare the agenda, take note of the meeting and compile minutes. The TIC will meet on quarterly basis and among others review Quarterly progress and plans

Frequency of TIC meetings

The meetings of the TIC will be convened when there is an operational issue requiring technical discussion and decision. However, at a minimum, the TIC will meet on a quarterly basis.

TIC meetings will be held to concretize and harmonize the activities of the different Responsible Parties (RPs) within the project. This is important to secure synergies and networking as well as bringing lessons and institutionalization of the project interventions.

Expected outputs and outcomes of the TIC:

- Improved decision making on operational level technical matters as required for smooth implementation of the project
- Strengthened inter-institutional and partners co-ordination to ensure smooth implementation of the project
- Provide timely recommendations and updates to the PSC regarding project implementation

ⁱ Mechanisms can include institutions, procedures, bodies etc.

ⁱⁱ Mechanisms can include institutions, procedures, bodies etc.

ⁱⁱⁱ GEWE is Gender Equality and Women's Empowerment

^{iv} Mechanisms can include institutions, procedures, bodies etc.