United Nations Development Assistance Plan II (2011-2016)

Reconfiguration Validation Report

Submitted 20 October 2019

Helga Gibbons

I.   Introduction

The United Nations Development Assistance Plan 2016-2021 (UNDAP Il) defines the collective vision and response of the UN Country Team (UNCT) in Tanzania to the 2030 Agenda for Sustainable Development and Tanzania's national development priorities (National Five Year Development Plan 2016-2021 and the Zanzibar Strategy for Growth and Reduction of Poverty 2016-2020). UNDAP Il results are grouped under four inter-related, mutually dependent themes which acknowledge that *Inclusive Growth* requires a *Healthy Nation*, which is *Resilient* to shocks (both natural and man-made) within the context of transparent and accountable *Governance* serving citizens' needs. These four thematic areas are further divided into 12 Outcomes and 39 Outputs, with indicators measuring delivery on an end-of-term and annual basis respectively.

In recognition of changes within the development context and guided by findings from Phase I of the UNDAP 2016-2021 Mid-Term Review, the UNCT initiated a reconfiguration of the Plan's Results and M&E framework in the first half of 2019. Each Outcome Group was tasked with a) rationalising interventions, based upon the availability of funds and likelihood of full delivery and b) developing a Theory of Change (ToC) through which they should demonstrate their relevance and better define their contribution. Each ToC was subjected to peer review, which included external stakeholders. At the conclusion of this process, it was agreed that all 12 Outcomes would be retained but further revisions of content were required. [1] This report details the support provided for these further amendments, by the author as an external consultant.

I.I.   Purpose, Scope and Limitations of the Reconfiguration Validation

Working under the direct supervision of the Resident Coordinator a.i. with guidance from the RCO Coordinator Advisor and RCO Coordination Specialist, the 12-day consultancy was designed to ensure that further revisions to the Results and M&E Framework reflected Results Based Management (RBM) principles.[2] The consultant was also tasked with ensuring integration of the relevant recommendations of the UNCT-SWAP Gender Equality Scorecard Report of Tanzania.

According to the Terms of Reference (ToR), at the end of the reconfiguration, review and validation exercise the following criteria should apply to each of the 12 Outcome Groups:
  ➢ The Outcome statement conforms to UNSDCF definitions
  ➢ The Outcome is realistically achievable within the UNDAP cycle
  ➢ The UN's contribution (as expressed in the ToC, Outcomes and Outputs) is transformational and catalytic, or more explicitly is significant enough to be included at Outcome level within the UNDAP
  ➢ There is a clear logic in the ToC and results chain

Further, the consultant should provide a final assessment of the overall quality of the revised Results and M&E Framework and afford recommendations for further amendment (if necessary) as well as lessons learnt for future UNDAP/UNSDCF planning and review processes.[3]

Notwithstanding these agreed deliverables, in-depth analysis of each Outcome Group's ToC was not possible given the length of the consultancy. Therefore, it was assumed that each Outcome Group's intervention strategies and planned results were informed by a thorough assessment of the context and the stakeholders therein, the needs of the target population and each agency's comparative advantage to deliver in the chosen areas. However, it must be noted that many of the ToCs lacked detail and most (if not all) did not refer to any documented evidence for the choices made. Further, there was little or no explicit acknowledgement of changes in the political climate or UN-Government relations since 2015 when UNDAP II was first formulated. The comprehensiveness and validity of the assumptions and risks within the ToCs may therefore need further reflection over the coming months in preparation for the UNDAP II evaluation.

---

[1] Contact RCO Tanzania for full details of the UNDAP II Mid-Term Review process
[2] As defined by the latest guidance for UN Sustainable Development Cooperation Frameworks (UNSDCF, 2019) including those related to the integration of UN Programming Principles (2017), UNDAF Guidance for Effective Planning, Monitoring and Evaluation (2017) and the UNDG (2012) RBM Handbook.
[3] See Annex I for the Terms of Reference

On a related note, an assessment of UNCT delivery to date under the Plan was beyond the remit of the consultancy. This may have impacted upon the understanding of what might be realistically achieved within the remainder of the UNDAP cycle. Instead the consultant drew upon her own knowledge of the UNCT's past performance under UNDAP I and the UN's positioning within the overall Tanzanian development context, including the proportion of overseas development aid for which UN Tanzania accounts (approximately 1%). Use of RBM principles—in terms of ensuring the necessary and sufficient logic of the results chain—as well as an analysis of resources afforded to each results area also shaped her advice regarding the ambition of the Outcome statements.

Finally, recommendations were provided to each of the Outcome Groups in line with the requirements of the ToR, however not all of these were accepted. Annex III provides the revised Results and M&E Framework[4] and highlights any remaining challenges. It will be for the UNCT to decide if or how to address these.

I.II   Structure of the Report

The report begins with details of the methodology used during the consultancy. It then outlines the common challenges in the application of RBM which emerged during the review process, alongside the solutions provided. Some residual dilemmas in the Results and M&E Framework are also raised for further action/reflection by the UNCT.

The report then concludes with a set of recommendations which speak to the overall process of developing and reviewing UNDAPs/UNSDCFs. These should be referred to and augmented in the lead up to the prioritisation and programming phases of the next Plan.

II.   Methodology

In preparation for a remote (home-based) review of the Results and M&E Framework, a background note[5] was created which distils the core RBM guidance from the following required texts:

> ➢ UNDG (2012) Results Based Management Handbook
> ➢ UNDG (2017) UNDAF Companion Guidance, Monitoring and Evaluation
> ➢ UNSDG (2019) United Nations Sustainable Development Cooperation Framework
> ➢ UNDG (2017) UNDAF Companion Guidance, Programming Principles
> ➢ UNSDG (2018) UNCT-SWAP Gender Equality Scorecard

The note encompasses definitions of key terms such as Outcomes, Outputs, Assumptions and details the process of working with a Common Country Analysis (CCA) to identify development problems, various levels of causes and possible solutions. It lays out the process for developing a Results and M&E Framework, as part of a robust ToC, and the means to assess the significance of the UN's contribution under each result area. The note should serve as a point of reference for each of the Outcome Groups, providing further clarity (if needed) on the criteria used to assess their revised results and indicators.

A short feedback sheet was then compiled for each of the Outcome Groups, drawing upon the background note. Each form included the following:

> ➢ Assessment of the Outcome
> - Check if the duty-bearers (types of institutions) or rights-holders (stakeholder grouping) are clearly defined (in line with a Human Rights Based Approach, HRBA)
> - Check if the type of change is clearly defined
> - Check if the Outcome is SMART (Specific, Measurable, Achievable, Relevant, Timebound)
> - Offer possible revisions to the Outcome statement
> ➢ Assessment of the Outcome Indicators

---

[4] Note, the version presented in Annex III encompasses Outcome, Output and Indicators only. Agencies will send revised targets, budgets and key activities to RCO for compilation.
[5] See Annex II

- Check the extent to which the indicators are gender-specific and/or gender-sensitive (with reference to the minimum set of gender indicators[6])
- Check the extent to which the indicators meet the criteria of validity, reliability, sensitivity, simplicity, utility and affordability
- Check the extent to which the targets demonstrate a significant UN contribution to the result

➢ Assessment of the Output
- Check if results clearly reference a new product/goods, a new service or a new capacity and for whom
- Check if results contribute to the Outcome
- Check if the Outputs can be directly attributable to the UN system
- Check that the Outputs can be achieved with the resources and time available
- Check if the Outputs are SMART
- Offer possible revisions to the Output statements
➢ Assessment of the Output Indicators
- Check the extent to which the indicators are gender-specific and/or gender-sensitive (with reference to the minimum set of gender indicators[7])
- Check the extent to which the indicators meet the criteria of validity, reliability, sensitivity, simplicity, utility and affordability
- Check the extent to which the targets demonstrate a significant UN contribution to the result

The feedback sheets were shared with the Outcome Leads on 29 September for discussion within their groups.

Between 7-10 October 2019, the consultant met with representatives from 9 of the 12 Outcome Groups for a more in-depth review. This was either upon their request or upon the recommendation of the consultant. (The remaining three groups—ie Health, Nutrition and Refugees and Migrants—required minimal follow-up and therefore submitted written responses to the consultant's feedback.) During these sessions, the Outcome, Outputs and Indicators were discussed, clarification was provided on the intent of the interventions and (wherever possible) agreement reached on required revisions. Each Outcome Group was tasked with making the necessary updates to targets, activities and budget.

On the final day of the week-long visit (11 October), Outcome leads were invited to a group session to review the overall coherence of the Plan and check the necessary and sufficient logic of the results chain therein. The feedback provided has been incorporated into this report. The group session also included a short After Action Review to capture lessons learned for integration into the next UNDAP/UNSDCF planning and review processes. Four questions were accordingly discussed in plenary:
➢ What did the UNCT set out to do in the Mid-Term Review
➢ What did the UNCT actually achieve
➢ What went well and could be taken forward in the next planning and review process
➢ What did not go so well and what could be done better in the next planning and review process

The comments provided are also reflected in the recommendations in this report.

III.   UNDAP II Results and M&E Framework: Common Challenges

This section details the challenges which emerged during the review of the UNDAP II Results and M&E Framework, in terms of deviations from RBM definitions and principles. It also provides the resolution and, wherever relevant, examples to illustrate the point. In future, this may be converted into a detailed checklist to support self-assessment of results chains and ToC.

---

[6] UNDG (2017) Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level (2017)

[7] Ibid

	Challenge	Resolution
Outcomes	Includes impact level change Eg Economic Growth and Employment Outcome 'Disadvantaged groups in Tanzania benefit from <u>an inclusive and sustainable economy</u> through a favourable business environment…'	Remove all references to higher level, long-term goals which are unachievable within the timeframe of the Plan
	Explains why the result is important Eg Governance Outcome 'National Governance is more transparent, effective and accountable <u>for a peaceful, just and inclusive society</u>'	Remove all references to the higher purpose of the Outcome from the statement, instead include as part of the ToC
	Includes components to which the UN is not contributing Eg Education Outcome '…children, adolescents and youths in Tanzania have increased access to equitable and quality education, life skills and <u>lifelong learning opportunities</u>'	Remove any components which are not reflected in the activities/strategies
	No reference is made to Duty-Bearers or Rights-Holders, as required by a HRBA Eg Refugees and Migrants Outcome 'Comprehensive protection-sensitive and solution-oriented assistance and management of refugees and migratory flows'	Place the Rights-Holder or Duty-Bearer at the front of the result statement, in line with a HRBA and to encourage greater specificity Eg Refugees and Migrants Outcome 'Refugees and migrants have increased access to comprehensive protection-sensitive and solution-oriented assistance…'
	Inconsistent language used across the Plan	Use the same term across the UNDAP to refer to Government of Tanzania (GoT) partners, such as 'Relevant MDAs and selected LGAs' and standard 2030 Agenda language such as 'the poor and vulnerable'
Output	Change language is not used Eg HIVAIDS Output I 'HIV/AIDS policies, regulations, laws and programs informed by evidence'	Introduce words such as 'strengthened' or 'improved' to demonstrate positive change Eg HIVAIDS Output 1 - Relevant MDAs, TACAIDS, ZAC, NACOPHA and NBS have <u>enhanced</u> skills to generate, analyse and use related data to inform HIV/AIDS policies, strategies and programmes
	The change is not defined in Output terms Eg Violence Against Women and Children (VAWC) Output III 'Social welfare case management operational in all LGAs'	Ensure Output Statements reference new products, new services or new capacities Eg VAWC Output III 'Stakeholders within the national protection system have <u>increased capacity</u> to deliver quality and gender responsive services to women and children in need of care and protection'

	Challenge	Resolution
Indicators	Statement references change for which the UN is not fully responsible Eg Nutrition Output III 'Operationalised multi-sectoral nutrition information and surveillance systems'	At Output level, only reference change for which the UN can be held 100% accountable with the resources and time available Eg Nutrition Output III 'Relevant MDAs and selected LGAs are <u>better equipped</u> to operationalise multisectoral nutrition information and surveillance systems'
	Indicators are not sufficiently clear, in terms of what they are measuring Eg Social Protection Output I 'Status of Social Protection System building blocks'	Clearly define each of the components to be measured and create indicators for each, with further definition provided at target level Eg Social Protection Output I Indicator I 'Status of Social Protection M&E and coordination mechanisms' - Target 2019-2020 'Gender-responsive Social Protection M&E Framework drafted; Comprehensive mapping of social protection interventions completed…' - Target 2020-2021 'Gender-responsive M&E Social Protection Framework finalised and endorsed, with gender indicators and Outputs integrated…' Indicator III 'Status of Social Protection financing' - Target 2019-2020 'Gender-responsive Social Protection financing strategy drafted; Gender-responsive fiscal space analysis for Social Protection in ZNZ drafted' -Target 2020-2021 'Comprehensive gender-responsive Social Protection financing strategy completed; Gender-responsive fiscal space analysis for Social Protection in ZNZ endorsed'
	Indicators are pitched at the activity rather than results level Eg Education Output I '# of ECD facilitators who received training with funding provided by UN'	Reconfigure activity level indicators to focus on the result Eg Education Output 1 '# of schools and centres with ECD facilitators equipped to deliver pre-primary education'
	Targets are not gender specific	Draw upon the Minimum Set of Gender Indicators and the Core Set of Indicators on Violence Against Women, cited in the Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level (2017) Disaggregate data by sex wherever possible Introduce interventions to enable stakeholders to capture gender-specific data

Challenge	Resolution
Targets appear low for a five year, 1.3 billion USD Plan Eg WASH Output II 'Water utilities (Urban and Rural) with functioning water safety plans on the mainland – target = 1'	Aggregate similar indicators where possible to combine targets and increase the numbers presented AND Utilise '% of selected…' rather than '#' to measure delivery of the *planned* intervention rather than the scope of the intervention (this also improves the optics of the UN's reach) Eg WASH Output 2 - <u>% of selected</u> water utilities (Urban and Rural) with functioning water safety plans on the mainland – target 100%
Targets do not provide insight into the results achieved Eg Health, Output II – '# of periodic health surveys, research, studies including surveillance on mainland and Zanzibar – target = 3'	Amend quantitative targets to qualitative targets where relevant for improved understanding of the result and milestones thereunder Eg Health, Output 2 – 'Status of periodic health surveys, research, studies including surveillance on mainland and Zanzibar – targets = draft of [X] available, stakeholder consultations held for [Y], finalised [Z] available etc
Dependence on Means of Verification (MoV) which might not measure the desired result Eg Economic Growth Outcome Indicator '# of women and men who report an increase in their income levels as a result of UN supported interventions', relied upon the UNDAP II Evaluation to gather the data to measure this result. No such analysis may occur during the evaluation.	Only use MoV which are readily available, with data collected at the required frequency and disaggregated to the required level. Eg If the Outcome will only be measured every 4-5 years, data may be drawn from a survey which runs during the same 4-5 years, such as the Household Budget Survey. However the same survey, will not be useful as a source of data to measure annual targets such as those at Output level. If the MoV is not available and an alternative cannot be found, without a significant investment of time and resources by the UN, change the Indicator.
Activities/Strategies Some activities are not aligned with the results and indicators Eg Governance Outcome II 'Citizens of URT, especially the most marginalized, have increased capacity to engage and participate in policy formulation, implementation and monitoring' has activities: develop operational guidelines for adoption and mainstreaming in the planning and budgeting process at the local government level; support LGAs to mobilize capital and implement transformative revenue generating investments.	Review the results and interventions <u>across</u> UNDAP II and be ready to move activities to ensure best fit Eg Move activities i-ii to Economic Growth and Employment Output 1 'Relevant MDAs and selected LGAs have enhanced capacities to review, reformulate and implement business enabling and gender responsive evidence based economic policies and plans'

IV. UNDAP II Results and M&E Framework: Residual Challenges

Following the reconfiguration and revision processes supported by the consultant, the Results and M&E Framework of UNDAP II largely meets the criteria set out in the ToR of the consultancy. Each of the Outcome statements comply with the following UNSDCF standards: they all represent changes in institutional and behaviour capacities for development; they all reflect national needs and priorities; they all amount to a multi-agency targeted response. UN programming principles are integrated, including but not limited to a HRBA and Gender Equality and Women's Empowerment (GEWE). Moreover, there is a clear logic within the results chain (from intervention to Output to Outcome) and it can be argued that the Outcome level change is achievable during the lifetime of the Plan, given the reduced ambition of the results statements.

Given each Outcome Group complies with the four broad standards set, it is not possible to grade or differentiate them. Notwithstanding, within each results area challenges persist which require further reflection by the UNCT. For some, action should be taken now; for others, the lessons learned could be taken forward for incorporation in the next planning cycle. For each of the dilemmas raised, the relevant Outcome Groups have been highlighted.

Outcomes

Option To Address In The Next Planning Cycle

Across the Outcome Groups, there is huge variance in terms of the number of agencies and resources involved. This affects the relative size, range and ambition of the Group which can lead to an imbalance in the Results Framework, despite efforts to ensure equal pitching of results statements.

Wherever possible in future, results areas which have a <u>relatively</u> small UN presence and contribution should be reflected at Output rather than Outcome level. If the current configuration was repeated, Education, Social Protection, WASH and Environment would be affected.

There are challenges in defining a SMART Outcome (with necessary and sufficient logic between Outputs and Outcomes) which represents the UN's significant contribution for those Groups with a wide-ranging portfolio, such as Democratic Governance+ and Environment, or a broad target group, such as Women's Political Participation and Leadership.

As part of a broader effort towards greater strategic focus, a 'Governance Outcome' should be avoided in future. Instead, the UNCT should endeavour to a) limit their key contribution in this area and formulate a much more specific result statement and/or b) take each of the various 'Governance' components and share these under the remaining relevant results areas. For example, interventions currently under Governance which relate to women's and children's police desks could be served by the VAWC Outcome.

Likewise, during the prioritisation phase, the UNCT should avoid general target groups such as 'women and girls' wherever possible and instead encourage explicit focus on the underserved within this grouping, in line with the 2030 Agenda principle of Leaving No One Behind. If the current configuration was repeated, Education, Health, WLPP, VAWC would be affected.

Output

Option To Address Within This Planning Cycle

There are a significant number and range of small sub-national projects within some of the Outcome Groups which do not readily coalesce into a significant, strategically focused contribution to a sector or sub-sector. This makes it difficult to define a SMART Output statement.

If further rationalisation is still possible within the UNDAP cycle, all sub-national projects should be mapped and priority afforded to those that have optimal opportunities for synergies within and across agencies/Outcomes. The UNCT should then collectively strategise on how to better link up interventions to bring positive change to a target group. Eg. in one underserved area, support for market-oriented Technical and Vocational Education and Training (TVET), greater public-private sector investment and improved access to financial services for youth-led SMEs should collectively yield significant results for under 25s across a number of key SDG targets.

For this recommendation, review all downstream activities for improved synergies across the Outcome Groups, except for interventions focusing solely on Refugees.

Option To Address In The Next Planning Cycle

On a related note, defining the significance of the UN's particular contribution to upstream processes can be challenging. For some Outcome Groups it may be limited to quality assurance at the final draft stage; for others, the various agencies may have played a leading role in providing technical inputs and convening stakeholder platforms for wider consultation at the very outset. At present, it is not clear in the results framework, although partners within country will be aware of the UN's interventions.

Overstating the UN's contribution can undermine credibility with other stakeholders and therefore should be avoided. Outcome Groups and the agencies therein should agree criteria which defines the threshold at which the contribution can be reasonably included in the five year Plan.

Indicators

Option To Address Within This Planning Cycle

In an attempt to elevate Output indicators beyond the measurement of activities, some have been extended to changes in performance which are usually defined at the Outcome level. For example, in the Education Outcome Group, '# of IP MDAs, LGAs and NGOs officials certified in policy analysis and strategic planning, RBM, monitoring and local accountability in UN supported regions' was replaced with 'formulation and review status of national education policies and plans for improved quality, greater inclusivity and gender responsiveness.' Likewise, under Nutrition, the indicator '# of MAM children treated in UN Supported Districts in mainland' depends upon action by relevant service-providers.

Given such indicators measure actions which exceeds the control and therefore accountability of the UN, it is essential that they are complemented with robust assumptions regarding expectations placed on partners. The validity of such assumptions should be annually reflected upon within each sector and adjustments made where necessary.

For this recommendation, augment relevant assumptions under all Outcome Groups, except for Refugees and Migrants.

The majority of Groups have used Output indicators which directly refer to the UN's interventions. Notwithstanding, there are some Outcome Groups which have chosen higher level, less UN-specific indicators, such as HIVAIDS under Output III '% of HIV infected infants among HIV/AIDS exposed children born in the past 12 months.'

UNCT may wish to create checks for such inconsistencies and request the relevant agencies/Outcome Groups to offer alternatives to enable greater coherence across the Plan.

For this recommendation, review HIV/AIDS and Democratic Governance[+]

Some Outcome Groups have retained indicators which measure process, such as meetings convened for coordination mechanisms related to VAWC or sub-committees for HIV Prevention.

In some cases, this may represent an important milestone in the capacity of GoT partners to own and lead solutions to a particular development issue. However, wherever possible, the products of these mechanisms should be measured rather than the act of coordination itself.

For this recommendation, review HIV/AIDS, Democratic Governance[+] and VAWC.

Under the current configuration of UN INFO, the delivery of each target within an Indicator is not calculated. Instead, respondents can only report if the totality of the targets under an Indicator have been fully achieved, partially achieved or not at all. This presents a challenge for those indicators with a significant number of targets, reducing the likelihood of full delivery of the Indicator each year.

Wherever possible, divide any Indicator with more than three or four targets to allow for measurement of distinct sections. This was done with an Indicator under Economic Growth and Employment which previously referenced the review and revision of major economic sector policies and plans covering SMEs, Gender, Agriculture and Cooperatives.

For this recommendation, review HIV/AIDS

The majority of Groups have used high-level Outcome indicators commensurate with national/2030 Agenda indicators. However, there are still some Outcome Groups for which this could not be achieved, because of their focus, such as Governance.

Any grouping of results which do not readily lend themselves to national level indicators should be reconsidered, and where possible reconfigured. Failure to fix the challenge from the outset will have consequences for monitoring, reporting and evaluation later in the cycle. If the current configuration was repeated, Democratic Governance⁺ and Environment would be affected.

Conversely, in an attempt to improve the optics of the current Plan, some targets (see previous section) have been amended from '#' to '% of selected'. This measures the delivery of the *planned* intervention rather than the scope of the intervention, in some cases to effectively hide low targets. Such wordsmithing should be avoided in future. UN should be aspiring to significant contributions which can be readily reflected at target level. If the current configuration was repeated, Education and WASH would be most affected by this recommendation.

Activities /Strategies

Option To Address Within This Planning Cycle

Alignment between agency-specific interventions and Outcome Group results has been achieved in most cases. However, there are still activities which remain in certain Outcomes which appear to more clearly contribute to another.

UNCT should rule upon the placement of all such activities. It should be a decision of the entire team and not rest solely with the relevant agency, as it has implications for the SMARTness of the entire Framework.

For this recommendation, review current positioning of UNCDF within Democratic Governance⁺ and consider moving to Economic Growth⁺

There are some initiatives which are very specific to certain agencies and cannot be easily grouped with other activities under a multi-agency Output or Indicator, eg UNODC's interventions related to illicit trade. Similarly, there are small scale multi-agency interventions which do not readily sit with the other initiatives within a given Outcome Group, such as those related to Disaster Management and Response.

UNCT should agree a transparent, common approach to these 'outliers' within the planning and reporting processes of the current UNDAP, such as removing all explicit references at Outcome, Output and Indicator level but reporting the results of initiatives under the narrative section of the Annual Reports.

For this recommendation, review UNODC within Democratic Governance+ and the interventions related to Disaster Management

V.   Looking Ahead

This final section offers a set of recommendations, drawn from the review process, regarding the creation and implementation of the next Plan. Action on these should reduce the likelihood of the challenges detailed above being repeated.

V.I   Secure a Great Design

The UNCT should **undertake a visioning exercise** to define the optimal structure for the next UNSDCF in Tanzania, within the parameters of the current guidance. Whilst structure must not dictate content, a common vision should be agreed at the outset with determinants of success across areas such as capacity to create a strong narrative at all levels, percentage resourced etc. This should shape the final product and the journey towards it.

Explore the possibility of **coalescing around a limited number of Outcomes** which speak to key development challenges requiring a multi-sectoral response (such as youth unemployment or stunting). However, be aware that solely reducing the number of Outcomes will not be sufficient to ensure strategic focus. In other UNDAFs/UNSDCFs with fewer Outcomes, the SMARTness of the Outcomes has been compromised to accommodate all agencies and their full range of interventions.

At the sub-national level, agree common criteria for interventions. For example, initiatives must be designed as pilots for subsequent GoT adoption and nationwide rollout or as test cases to influence future national policy. The different categories should meet clearly defined standards, be subject to rigorous monitoring and possess a clear exit strategy.

Further, **identify common criteria and datasets for deciding the geographical focus of the UN**. (The example of UNICEF's target districts based upon MICS data could inform such a process). UN Tanzania should designate a number of localities for <u>all</u> downstream interventions, for enhanced collaboration, complementarity and results. To insure against agency silos (often replicated under Joint Programmes with a geographic focus), the UNCT must <u>plan</u> interventions collectively for maximum catalytic and transformative effect. If 100% of the resources are not available for a particular intervention, residual funds should be reallocated to existing initiatives rather than shifted to an easier to reach target group outside of the agreed localities.

Strategic focus requires strong leadership and commitment from each agency. Senior management must honestly reflect on their own agency capacity and comparative advantage, resist the temptation to spread their resources thinly across a range of scattered small scale initiatives and guard against over-estimating donor readiness to fund. Low targets and poor results affect the long-term credibility and fundraising potential of an agency and by extension the entire UNCT.

V.II   Plan as One

Create a robust, inclusive CCA which is <u>developed and owned</u> by the UNCT, rather than outsourced to a consultant or the RCO. This requires agencies to sit together at the very outset to collectively identify the development challenges they hope to address and collectively pinpoint windows of opportunity for positive change within the context. If consultants are used, they should serve as facilitators of the process rather than authors of a stand-alone reference document.

Ensure the CCA forms part of a <u>multi-sectoral</u> ToC which allows for a <u>full</u> exploration of the various possible causal pathways (interventions and results). The ToC should guard against 'business as usual' and instead provide evidence as to why the UN has chosen to focus its interventions accordingly (at national and sub-national level). This should provide a compelling narrative for the entire Plan as well as the Outcomes within it.

At regular intervals within the planning process when changes can still be made**, open up to peer review by external stakeholders**. This should go beyond the usual stakeholder meetings during the prioritisation and programming phases and encourage a critical assessment of how the Plan is taking shape. This *could* incite donor interest and lead to more successful in country resource mobilisation.

The UNCMT must exemplify behaviour which promotes optimal performance of the UN over and above individual agency visibility. In some cases this will mean accepting an agency's core mandate will be reflected within the UNSDCF at Output rather than at Outcome level.

V.III   Support Your Leads

During implementation of the Framework, **empower Leads to regularly undertake a strategic (re)view** of not only *their* interventions and results as defined by the ToC, but also those of the other Outcome areas for improved coherence and optimal complementarity.

Instituting criteria which demands a certain professional level and convening more regular meetings of the relevant personnel (with representation from Heads or Deputies) are essential but may not be enough. Each Lead needs the time and space to undertake this type of analysis. S/he must be allocated the necessary administrative support to manage the significant day-to-day correspondence and follow-up required by the coordination role.

Additional options for use of shared drives must be explored (including for UNICEF staff) to further reduce this burden and importantly agencies must renew their commitment to holding their staff accountable for providing timely and quality inputs to the Outcome Groups.[8]

---

[8] It is understood that work is underway to revise the current Governance structure, so recommendations related to this area have been kept to a minimum.

VI.   Conclusions

The Mid-Term Review of UNDAP II began with a quest to identify the top three results to date. This triggered a conversation about delivery, the resource gap and the likelihood of achieving the planned results. The subsequent efforts by the UNCT to rationalise their interventions, to improve the internal logic of each results chain and to align more closely to the latest UNSDCF guidance have greatly improved the focus and 'achievability' of the Plan.

Notwithstanding, a number of dilemmas remain which require further reflection and action by the UNCT either during the current UNDAP II timeframe or in preparation for the next cycle. These include residual issues around the SMARTness of certain results and indicators plus potential gaps in the overall coherence of the Plan.

Similarly, there are a number of lessons learned that could be incorporated into the planning and review of UNDAP II's successor. These can be grouped into three key takeaways:
- ➢ the need for a common vision for the UNSDCF structure
- ➢ a commitment to plan as a collective, to optimise synergies and complementarity for increased results
- ➢ a need to empower and support those that are leading the UN's contribution at the operational level.

All of these recommendations depend upon the regular renewal of agency commitment to sharpen strategic focus, deliver as one and improve performance. Such undertakings are essential to ensure the UN's continued relevance and contribution to development in Tanzania.

Annex I
Terms of Reference
Results-Based Management Expert to Validate UNDAP II Reconfiguration

Background

The United Nations Development Assistance Plan II 2016-2021 (UNDAP II) describes the collective vision and response of the UN Country Team (UNCT) in Tanzania to the new Sustainable Development Goals and national development priorities (Second Five Year National Development Plan for Mainland and MKUZA III in Zanzibar). UNDAP II results are defined under 12 Programmatic Outcomes.

Guided by the results of the UNDAP II Mid-Term Review, the on-going UNDS reform process, the guidance for Sustainable Development Cooperation Frameworks, the UNCT-SWAP Gender Equality Scorecard report of Tanzania, the UNDG RBM Handbook and UNDAF Guidance for effective Planning, Monitoring and Evaluation, United Nations Tanzania is in a process of conducting a results-based reconfiguration of UNDAP II that includes development of Theories of Changes and realignment of Results Framework to more effectively respond to the current development context.

Purpose

The UNCT in Tanzania requests the assistance of external expertise to ensure that the 12 Outcomes in UNDAP II meet the RBM requirements of United Nations Sustainable Development Cooperation Frameworks (UNSDCFs). At the end of the exercise, affirmative answers should be confidently given to each of the four following questions, for each of the 12 Outcomes:

   a) Is the Outcome statement in line with UNSDCF definitions of Outcomes?
   b) Is the Outcome realistically achievable within the UNDAP cycle?
   c) Is the UN contribution (as expressed in Theory of Change, Outcomes and Outputs) transformational and catalytic?
   d) Is there a clear logic in the Outcome Theory of Change and result chain?

Under the supervision of the Resident Coordinator a.i., the consultant will review proposed Theories of Change, Outcome and Output statements, Results Frameworks and Joint Work Plans against UNDG RBM principles to validate and provide guidance to the Outcome Groups for effective alignment to RBM principles for UNSDCFs. The consultant will further provide guidance to the Outcome Groups on better alignment to Sustainable Development Goals and Targets, UN Programming Principles and recommendations of the Tanzania Gender Scorecard Report.

Duration

The consultancy will be undertaken between 20th September-20th October 2019 and will include a home-based desk review (2 working days), home-based preparations and reporting (4 working days) and in-country support (5 working days).

Deliverables

The main tasks and deliverables of the Consultant will include:
   a) Review of the Outcome Groups' draft Theories of Change, Outcome statements and indicators, Output statements and indicators, and Joint Work Plans to assess whether the proposal is in line with RBM principles and standards, UNSDCF guidance, recommendations of the Gender Scorecard exercise and UN Programming principles, and realistically achievable within UNDAP cycle given UN expertise, mandate, and proven capacity to deliver.

   Output of the Review will be an assessment of draft Theory of Change, Outcome/Output statements, Results Frameworks and Joint Work Plan to determine which Outcomes need additional work to meet RBM standards. Consultant will prepare written feedback with recommendations and guidance to respective Outcome Group leads. **Written feedback to be submitted to RCO by 29th September 2019.**

b) Provide in-country technical support and practical guidance to relevant Outcome Groups in implementing recommendations of the assessment to the proposed Theories of Change, Results Frameworks and JWPs, to meet requirements of the RBM and UNSDCF guidance, recommendations of the Gender Scorecard exercise and UN Programming principles.

c) Develop a consultancy report that assesses the RBM quality of the final Theory of Changes, Outcome/Output statements, Results Frameworks and JWP and further recommendations to UNCT as required. The report should also capture good practices and lessons learnt from the analysis and process to be used for development of the next UNSDCF. **Report to be submitted to RCO by 20th October 2019.**

Accountability/Management

The Consultant will work under the direct supervision of the Resident Coordinator, a.i. with guidance from the Coordinator Advisor and Coordination Specialist. The Consultant will be responsible for timely completion of agreed deliverables to the UNCT Programme Management Team.

Required Qualifications

- Advanced University degree in social sciences or related field with specialization in M&E methodologies
- Senior expertise in Results-Based Management, design of RBM systems and processes, and latest developments in the field
- Knowledge of and familiarity with results-based UNDAF development and programming
- Previous experience with UNRC system, UNDAF and UNDS reform processes
- Ability to work effectively with different teams
- Knowledge of RBM materials, including UNDG RBM Handbook and UNDAF guidance
- Excellent communication in spoken and written English

Understanding RESULTS BASED MANAGEMENT: Key Definitions

Key Definitions: Impact, Outcomes, Outputs, Strategies and Inputs
Impact is… a change in the quality of people's lives (the realization of human rights)
Outcomes are…a change in the institutional performance or behaviour of duty bearers and/or right holders. UNDAF/P Outcomes: ▪ Must be specific, strategic (transformational and catalytic) and clearly contribute to national priorities, in particular towards the achievement of SDG targets ▪ Must reflect those SDG targets which the UN has comparative advantage to support ▪ Should include special measures to address gender inequalities and empower women based on the findings from the CCA ▪ Are the UN's collective results at country level, clearly linked to and supported by the UNDAF/P Outputs, but also reflecting contributions of government and partners outside of the UNDAF/P The UN is not therefore wholly accountable for the achievement of the Outcomes, but should be able to demonstrate a *significant* contribution to their realisation
Outputs are…a change in the skills or abilities of duty-bearers or rights-holders and the availability of products and services which will contribute to the achievement of the UNDAF/P Outcomes ▪ To support gender-sensitive programming, in-country capacities for the generation, analysis and use of sex and age disaggregated data may be required and therefore should be included at this level ▪ Outputs are not completed activities – they are changes that result from the completion of a set of activities ▪ Outputs must be achieved with the resources provided and within the programme period ▪ Outputs are directly attributable to the UN system ▪ The UN is accountable for the achievement of Outputs; if the result is mostly beyond the control or influence of the programme or project, it cannot be an Output ▪ Failure to deliver is failure of the programme or project
Strategies are…the overarching activities undertaken by the UN and its Implementing Partners to achieve the UNDAF/P Outputs
Inputs are…the financial, human, material, technological and/or information resources required to implement UNDAF/P Strategies

Key Definitions: Theories of Change and Assumptions
A Theory of Change (ToC) …describes how and why you think change happens or will happen ▪ Can be used to complete the following sentence - "if we do X then Y will change because […]. ▪ Gives the big picture, inc. issues related to the environment or context that you cannot control ▪ Shows all the pathways that might lead to change, even if those pathways are not included in the final UNDAF/P ▪ Does not have to be linear (as in the traditional logical framework), one strategy may lead to multiple results ▪ Is mainly used as a tool for programme design (identifying the most effective strategy) and evaluation (checking the strategy chosen was the most effective given the context in which it was implemented) ▪ Is often presented as a diagram with narrative text, with no pre-set format ▪ Must include assumptions (see below) and the evidence for those assumptions
Assumptions are…the ideas we have about the context, actors and various factors which influence if and how change happens ▪ Define the conditions under which causal links between strategies and results are valid, eg 'providing free primary education', may only lead to 'more girls attending school' if a range of additional factors are present such as free school meals, WASH facilities etc etc ▪ Inform our choices about which strategies to implement from within our Theory of Change ▪ Include our understanding of: - the problem and its causes

- the political, economic, societal conditions and structures in which the strategies will be implemented and how these will influence the change pathway
- the current needs, capacities, roles, norms and values, interests and relations of key actors and how these key actors will therefore influence and/or respond to the change pathway
▪ Irrelevant Assumptions reference extreme circumstances, such as no regime change or no natural disaster, which do not inform our choices about the strategies to implement within our Theory of Change, and should not therefore be included

Key Definitions: Indicators, Baseline, Targets and Means of Verification

An **Indicator** is…a Specific, Measurable, Achievable, Relevant and Timebound (SMART) way to measure progress. An Indicator:
▪ Is neutral, ie does not indicate change
▪ Must have a baseline and target(s) to be meaningful
▪ Can be verified objectively
▪ Should specify a target group and location to which it will be applied
▪ Can be qualitative, eg alignment with, quality of, level of, presence of, extent of
▪ Can be quantitative, eg number of, % of, variance with, frequency of, ratio of

A **Baseline**…is the status of the indicator at the beginning of a programme, it is a reference against which to assess progress

A **Target**…is the expected achievement (quantitative or qualitative) at certain points in the programme
▪ Terms such as 'vulnerable groups' and 'selected districts' are further defined in the targets through appropriate disaggregation of data
▪ Sex and age disaggregated data should be provided wherever possible

Means of Verification (MoV) are…objectively verifiable sources of information that serve as evidence for baselines and targets
▪ MoV must be available, with data collected at the required frequency and disaggregated to the required level

Understanding RESULTS BASED MANAGEMENT: Working with the Common Country Analysis

Understanding the Change Context

Working with multiple stakeholders (both duty-bearers and right-holders), **identify the specific problem** you wish to address; which right is being violated, denied or somehow compromised? Draw upon and be guided by international human rights standards as well as by the more specific roles and standards defined in national laws, procedures and policies

- Selection should be based upon a preliminary understanding/research of the context
- The problem should be as precise as possible, with reference to a particular target group and location
- The problem should not be based upon the non-existence of something (eg no healthcare for X group) nor absent solutions (eg no money for healthcare for X group).
- The problem should be an objective statement of fact which can be verified by reference to sound evidence

Specify evidence of the problem, drawing from:
- Internationally funded studies, eg reports commissioned by UN/EU agencies especially the Common Country Analysis (CCA)
- Government-led or supported studies, eg latest national submission to international human rights bodies such as for the UPR
- Academic texts, with varying geographical and sectoral scope
- NGO reports or studies, eg shadow reports to international human rights bodies and project evaluations

Create a Problem Tree, drawing upon the studies referenced above (additional evidence may be required for this stage)
- Define the immediate causes of the problem (written in negative terms)
- Under each immediate cause write the underlying cause(s) (written in negative terms)
- Under each underlying cause write the structural/root causes (written in negative terms)
- Above the problem, identify its immediate and longer-term effects
- Reflect if you have captured the influence of
  - political factors inc. historical legacies and extent of decentralisation
  - areas of conflict both intra and inter-state, ethnic or otherwise
  - economic factors, inc principal revenue sources, employment levels, income distribution
  - demographic patterns,
  - societal structures (formal and non-formal institutions, legal frameworks, religious and cultural norms etc.)
- Document the evidence for these assumptions - data, experiences, impressions

Additional Analysis
- *Delve deeper into the context, expanding your analysis to consider the formal (constitutional rules and codified laws) and informal (political, social and cultural norms) 'rules' that influence development outcomes*
- *Reflect to what extent formal institutions (e.g. the rule of law, elections, separation of powers) are weakly embedded and enforced and informal norms explain how things really get done:*
  - *How well institutionalized are the government apparatus, policymaking processes, political parties, elections and civil society organisations?*
  - *Is government accountable to citizens and to different parts of the state apparatus?*
  - *Does government exercise authority over the bureaucracy, military, raising public revenue and policymaking?*
  - *How much latitude do horizontal state institutions and provincial/local governments have in making and shaping policy, does this vary by region/sector/provincial or local government? What are the reasons for these variations?*
  - *What are the rules that govern policymaking institutions? How well accepted are these rules?*
  - *How do political ideologies affect the dominant narratives and ways of approaching public policy at both national and sub-national levels?*
  - *How do informal norms influence the types of formal institutions that exist in different areas? How has the relationship between informal and formal norms affected policy?*
- *For each relevant institution identify the formal rules which govern it, ie laws, policies, strategies*
- *Add the informal rules which influence the institution, ie beliefs, norms and habits*
- *Document the evidence for these assumptions - data, experiences, impressions*

Reflect upon the **key stakeholders to the issue/situation**, ie anyone affected by the issue, anyone who has an influence on the issue (could be positive and negative) and anyone who anyone who wants the issue addressed

- Stakeholders inc: state institutions (executive, legislature, judiciary, military); sub-level state and non-state institutions; key sector ministries; traditional authorities; NGOs/INGOs; mass associations and social movements (CBOs, trade unions; parent-teacher associations; religious associations; protesters; 'uncivil' civil society); unorganised individuals; private sector (business associations, service providers, chamber of commerce); diaspora; donors, multilaterals, foreign states; political parties
- Define the rights-holders in the situation, what is owed to them
- Define the duty-bearers in the situation, who is responsible for the rights not being respected, protected or fulfilled, what specific (international and national) obligations are they supposed to meet? Who are the specific actors or institutions responsible for performance?
- Consider if these duty-bearers also rights-holders? In other words, do they rely on others performing their duties in order to be able to deliver what they owe?
- Document the evidence for these assumptions - data, experiences, impressions

Identifying Solutions

Working with multiple stakeholders (both duty-bearers and right-holders), **convert the Problem Tree into a Solution Tree+** by taking each negative statement and reversing it into a positive
- The solution tree does not have to be an exact mirror; the problem tree is used to ensure the causes of the development problem are addressed in the proposed solutions
- Agree who and what needs to change, where and in which way? (Capacity development needs and solutions should be reflected in the problem and solution trees respectively) To ensure sustainable and inclusive changes, look to strengthen the effectiveness of institutions and mechanisms that are tasked to empower those who are left behind or at the risk of being left behind
- Identify clusters of change by drawing boundaries around the different pathways, giving a label for each
- If necessary, add to the clusters of change to ensure all key areas are covered

Select the Change Pathways you wish to follow
- Eliminate objectives that are obviously not desirable or achievable within the given timeframe
- Make an assessment of the feasibility of the remaining alternatives, consider:
  - The workstream's value in terms of benefits to the target group, the costs including financial, environmental, social etc and the level of urgency
  - The organisation's comparative advantage to deliver the workstream and positively influence the desired change ensuring fit with current agency priorities, availability of financial and technical resources (inc expertise and experience) and authority to engage
  - The influential actors and processes that the organisation has links or could build links to?
  - Existing related change processes already underway that might affect what the organisation is doing
- For each of the principal stakeholder groupings, consider the following:
  - What is the motivation or interest of each in contributing to (or hindering) the issue? What incentives can be created to encourage their support? Include an assessment of the acceptance of change, ie from which actors can you expect strong acceptance, who is likely to have low acceptance and what is their power to influence?
  - What are the needs and capacities of each stakeholder grouping? What support do they need to contribute positively to the issue? Do the rights holders have the capacity to claim their rights including the ability to access information, organize and participate, advocate claims and policy change, as well as obtain redress. Does the Duty-Bearers have the capacity to meet obligations (including responsibility, authority, data, and resources)?
  - Reflect upon what opportunity does each stakeholder grouping have to contribute (and do they recognise this)? Can these opportunities be expanded? What does this look like as a potential role within the programme?
  - What are the short and long term political costs of working with certain stakeholders, if any
- Identify all desired options
- If agreement cannot be reached, introduce additional criteria or introduce other objectives from alternative paths
- Document the process, explaining where the organisation can influence positive change, defining the evidence for the choices made including evidence of experience/expertise

Understanding RESULTS BASED MANAGEMENT: Creating the ToC, Results and M&E Framework

Developing Results at IMPACT Level

Indicate the type of change in people's lives, conditions and relations in society you wish to see or contribute to?
- This should address the problem first identified

Who do you want to benefit in a positive change?
- Be specific (gender, age, ethnicity, etc) – consider how homogenous/diverse each group is

Consider the geographical location

Draft the Impact Statement, remembering the following:
- The change statement must be tangible, specific, measurable, plausible and people-oriented

Reflect upon the assumptions about why you want those changes
- This change is desirable and of value for the women, men, young people and children we want it to benefit, because […].
- This change matters to us because […].

Developing Results and Assumptions at Outcome Level (Reflect Upon the Change You Wish to See, Why and For Whom)

What or who you want to change?
- Are these duty-bearers (types of institutions) or rights-holders (stakeholder grouping)

What type of change do you wish to see or contribute to?
- At the institutional level, what is the difference in terms of performance or behaviour
- Amongst rights-holders, what is the difference in terms of performance or behaviour

Draft Outcomes, remembering the following:
- Definition = A change in institutional performance or behaviour of duty-bearers and/or rights holders
- Requirement = Specific, Measurable, Achievable, Relevant, Timebound (SMART)
- UNDAF/P Outcomes should reflect those areas in the SDGS for which the UN has a comparative advantage to support
- UNDAF/P Outcomes should include special measures to address gender inequalities and empower women
- This should be informed by/reflect the upper branches of the solution tree (based upon CCA)

For each Outcome, reflect upon the assumptions about how the changes will take place
- We think this change is desirable/of value for the women, men, young people and children we wish to benefit, because […].
- This change matters to us because […].

Developing Results and Assumptions at Output and Strategy/Key Actions Level

For each Outcome, reflect upon the SMART Outputs that will be required to achieve the change:
- This should be informed by/reflect the mid-level branches of the solution tree and reference
  - new products/goods created/improved (and for whom) to realise the Outcome level change
  - new services delivered (and for whom) to realise the Outcome level change
  - new capacities possessed (and by whom) to realise the Outcome level change (inc. those required for gender-sensitive programming such as the generation, analysis and use of sex disaggregated data)
- Ensure that the Outputs can be achieved with the resources available and within the timeframe of the Plan
- Check that the result is within the control or influence of the programme or project as the UN is accountable its achievement

For each Output, draft the Strategies that will be required to achieve the change remembering:
- This should be informed by/reflect the lower-level branches of the solution tree

List the assumptions regarding …
- The conditions that must exist for the Strategies to successfully contribute to the Output
- How the stakeholders will contribute to or react to the Strategies?

Revise your strategies to reflect your assumptions:
- If the required conditions do not currently exist but can be positively influenced during the UNDAF/P lifetime, relevant strategies should be incorporated
- If the required conditions exist but are outside of the control of the UNDAF/P, these should be regularly monitored to ensure the situation does not change. (Any negative changes might require a modification to the Plan).

- If the conditions do not exist and cannot be engendered within the UNDAF/P, then an alternative set of interventions to achieve the desired result must be pursued

List the evidence (based on robust study or experience) to support these assumptions

Ensuring Necessary and Sufficient Logic

Working from the lowest level up consider
- Is this change/condition necessary for the next one to happen? (if not, delete it)
- Is this change/condition sufficient for the next one to happen? (if not, what is missing?)
- What else might each step lead to, ie are there any positive or negative unintended consequences

Developing Indicators

For each Outcome pathway, brainstorm on SMART indicators to assess the changes achieved at Outcome and Output level

Add baselines, end-of-term targets and MoV for each Outcome level indicator
- Draw upon the Minimum Set of Gender Indicators and the Core Set of Indicators on Violence Against Women, cited in the *Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level* (2017)

Add baselines, annual targets and MoV for each Output level indicator

Reflect upon the extent to which the indicators chosen are gender-sensitive:
- Check that at least 33-50% of Outcome and Output indicators are gender-specific, ie track progress on issues specific to women or men, or assess gender equality results in line with SDG priorities and Sendai Framework (inc. gender-related changes in society)
- Check that indicators are disaggregated by sex and age wherever possible

Check the following:
- Validity – does it measure the result?
- Reliability - is it a consistent measure over time and, if supplied externally, will it continue to be available?
- Sensitivity - when a change occurs will it be sensitive to those changes?
- Simplicity - will it be easy to collect and analyse the information – including at disaggregated level?
- Utility - will the information be useful for decision-making and learning?
- Affordable – do we have the resources to collect the information?

Assess the Scope of the UN's contribution under each result area:
- Use the insight provided by the Indicators/Targets to check that the UN's contribution under each results area is significant at Outcome level and of appropriate scope at the Output level for an UNDAF/P

Ensuring A Robust ToC

Review the ToC inc. the Results Framework
- The ToC must show a plausible, clear, logical flow to describe how the planned intervention intends to contribute to the desired development change, without any leaps of faith or gaps in logic
- The UN contribution under each results area must be significant at Outcome level and of appropriate scope at the Output level for an UNDAF/P
- The ToC must clearly state relevant assumptions and risks
- The ToC must refer to evidence, knowledge and lessons learned from credible sources such as evaluations, analysis, monitoring and UN strategies/guidance, as well as to national capacity assessments and strategies; for the purposes of the UNDAF/P the primary source is the Common Country Analysis (CCA)

Economic Growth and Employment		
Underserved populations in Tanzania benefit from a more gender-responsive, conducive business environment, with improved opportunities for decent and productive employment		
Indicator 1 - Proportion of population below basic needs poverty line (quite high level, but passable) Indicator 2 - Unemployment rate disaggregated by sex and age Indicator 3 - Mean monthly income of self-employed women and men		
Output 1 - Relevant MDAs and selected LGAs have strengthened capacities to review and implement evidence based economic policies and plans to be business enabling, environmentally sustainable and gender responsive	Output 2 - Relevant institutions have enhanced capacities to provide gender-responsive, market-oriented, quality programmes, products and services	Output 3 – Micro, small, medium and large enterprises, in particular those led by women and youth, have strengthened capacities to increase productivity, add value to their products and access markets
Indicator 1 - Status of review of agricultural policies and plans that are business enabling and integrate gender, youth and environmental concerns Indicator 2 - Status of review of industry and trade related policies and plans that are business enabling and integrate gender, youth and environmental concerns Indicator 3 - Status of review of skills and employment related policies and plans that facilitate transition to formality, are business enabling and integrate gender, youth and environmental concerns Indicator 4 - Status of national surveys and censuses to generate disaggregated economic data for SDG monitoring and evidence-based policy making, supported by the UN Indicator 5 - # of supported LGAs with economic plans, budgets and investments that integrate poverty, environmental and gender concerns (could convert to %)	Indicator 1 - # of UN supported institutions with national and local reach delivering market-oriented and gender responsive training programmes and business development support products and services Indicator 2 -# of skills certifications for enhanced employability issued by UN supported training institutions Indicator 3 -# of supported national, regional and community level financial service-providers delivering financial products and services that respond to the needs of women and youth entrepreneurs and small-holder farmers	Indicator 1 - # of UN supported women and men farmers and entrepreneurs recording increased incomes Indicator 2 - Average percentage increase in productivity reported by UN supported small, medium and large enterprises Indicator 3 – # of UN supported enterprises, farmers and entrepreneurs accessing financial services Indicator 7 - # of men, women and children exposed to innovative technological platforms and approached for enhanced enterprise performance

Education		

Relevant MDAs and selected LGAs and stakeholders strengthen measures to deliver equitable, gender sensitive, quality formal and non-formal education opportunities, *especially for the poor and vulnerable* [amended the Outcome statement to show priority and link to SDG language]

Indicator 1 – Participation rate in organized learning one year before the official primary school age entrance
Indicator 2 – Average learning outcome results in core subjects (reading with comprehension for Standard 2 learners)
Indicator 3 – # of school age out of school children and youth accessing education (disaggregate by primary age/lower secondary age and sex)
Indicator 4 – Gross completion rate for girls and boys secondary education (O-level) (Mainland)
Indicator 5 - Primary education completion rate
Indicator 6 - % of national budget allocated to education (Mainland and Zanzibar)

Output I – Relevant MDAs, LGAs, schools and communities have strengthened capacities to improve the quality of education to children, adolescents and youth	Output 2 - MDAs, LGAs and CSOs have improved capacities to enhance access to inclusive, equitable, learning opportunities for out of school children, adolescents and youths	Output 3 - Relevant MDAs, LGAs and stakeholders have strengthened capacities to develop, implement and review inclusive and equitable gender sensitive, evidence-based policies and plans for quality education
Indicator 1 - # of schools and centres providing pre-primary education with ECD facilitators trained under UN supported initiatives [still relatively low target figures, recommend changing this to '% of selected districts with schools and centres providing pre-primary education with ECD facilitators supported by UN'. In this way, you could conceivably reach 100% by end of UNDAP II] Indicator 2 - # of schools and colleges with teachers/college tutors provided with in-service training and education services under UN supported initiatives [as above, recommend changing this to '% of selected districts with schools and colleagues providing in-service training and education services supported by UN'. In this way, you could conceivably reach 100% by end of UNDAP II] Indicator 3 - Status of GCED, ESD, CSE and Gender incorporation into Basic and Teacher Education Curriculum	Indicator 1 - # of out-of-school, adolescents and young women enrolled in alternative modes of education delivery, including ICT, supported by the UN [still very low targets, recommend reconfiguring to count # of supported institutions to deliver, in line with the other indicators under this Output] Indicator 2 - # of schools with UN trained teachers delivering appropriate education for special needs children and adolescents [recommend changing to '% of selected districts with schools delivering appropriate education for special needs children and adolescents, with UN trained teachers'] Indicator 3 - # of UN supported schools / TVET institutions delivering programmes targeting girls on life skills, guidance and counselling, GBV and gender-responsive pedagogy [recommend '% of selected districts with UN supported schools and TVET institutions delivering programmes targeting girls on life skills, guidance and counselling, GBV and gender-responsive pedagogy'] Indicator 4 - # of children in humanitarian situations supported by the UN to access formal or non-formal basic education (including pre-primary schools/early childhood learning spaces) Indicator 5 - % of national and regional TVET institutions and Post-Primary Technical Colleges equipped to provide quality non-formal education programmes [check language insertion, is this accurate?]	Indicator 1 - content is still pending. Could be…'Formulation and review status of national education policies and plans for improved quality, greater inclusivity and gender responsiveness' Indicator 2 - content is still pending. Could be…'Formulation and review status of selected LGA education plans for improved quality, greater inclusivity and gender responsiveness' Indicator 3 - could the current indicator related to '# of UN supported schools with teachers using learning assessment tools' go under Output 1, given this is about improving quality?

Social Protection	
Relevant MDAs and LGAs operationalise an enhanced social protection system for expanded, gender-responsive, inclusive coverage, especially for the poor and most vulnerable	
Indicator 1 – proportion of poor and vulnerable covered by social assistance (disaggregate to sex, age range 0-18, 19-59, 60+ years, disabled) Indicator 2 - proportion of population covered by social security (disaggregate to sex, age range 0-18, 19-59, 60+ years, disabled) Indicator 3 - Public Social Protection expenditure as % of GDP Indicator 4 - % of Social Protection expenditure in the national budget	
Output I – Relevant MDAs and LGAs have strengthened capacity to monitor, coordinate and leverage resources for a robust, gender-responsive SP system encompassing social assistance and social insurance benefits and services, especially for the poor and most vulnerable	Output 2 - Relevant MDAs and LGAs have increased capacity to design, implement and monitor gender-responsive, sustainable social protection programmes especially the poor and most vulnerable
Status of M&E and coordination mechanisms for Social Protection	Status of data generation and management under PSSN
Status of Social Assistance Bill	Status of Stawisha Maisha groups
Status of Social Protection financing	Key annual TASAF Gender Action Plan targets achieved with technical assistance from UN agencies (will require further review following finalisation with TASAF)
Status of TRANSFORM curricula roll-out	Extent to which PSSN beneficiaries are linked to markets, financial services, and local values chains
Extent to which gender-responsiveness is integrated in SP Human Resource management	

Health			
Relevant MDAs and selected LGAs improve access to equitable, acceptable and affordable quality health services, especially for the poor and vulnerable?			
Indicator 1 - % of national budget allocated for Health Indicator 2 - % of health facilities with skilled HRH according to establishment Indicator 3 - % of births attended by skilled personnel Indicator 4 - % of facilities with no stock out of essential tracer medicines, vaccines and commodities Indicator 5 - % of children fully immunized (as recommended by national vaccination schedules) Indicator 6 - % of births occurring in health facilities Indicator 7 - % of demand for modern contraceptives satisfied			
Output 1 - Relevant MDAs and select LGAs are better able to formulate and monitor evidence-based, equitable health policies, strategies, plans and guidelines	Output 2 - Relevant MDAs and select LGAs have enhanced skills and competencies to generate, analyse and report health-related data to inform policies, strategies and programmes	Output 3 - Relevant MDAs and select LGAs have improved capacities to deliver equitable, quality health RMNCAH, EmONC and immunization services	Output 4 – Selected communities are better informed to adopt healthy lifestyles and uptake of health services
Indicator 1 - Development and review status of key national health policies and strategies Indicator 2 - # of select LGAs incorporating NTD and NCD in their CCHP and monitoring [in line with other OGs, suggest amend to % of selected LGAs, this would then show 100% at end of UNDAP II] Indicator 3 – Status of service delivery guidelines [please amend targets to show qualitative dimensions and not #]	Indicator 1 - # of regions rolled out innovative health technologies for data generation [in line with other OGs, suggest amend to % of selected regions, this would then show 100% at end of UNDAP II] Indicator 2 - # of periodic health surveys, research, studies including surveillance on mainland and Zanzibar [could this be amended to show status of, with the relevant surveys, research shown each year as rolled out/drafted/finalised etc, as the quantitative figure of 3 does not tell us much] Indicator 3 - % of districts producing complete reports on time using electronic management systems (eLMIS, VIMS dHIS 2, eIDSR, and HRIS) including Data Quality Assessment	Indicator 1 - % of targeted health centres providing EmONC services (BEmONC and CEmONC) in selected districts (mainland and Zanzibar) Indicator 2 - % of budget allocation for RMNCAH in Comprehensive Council Health Plans (CCHPs) nationally Indicator 3 - Users of modern family planning methods [can this figure be contextualised by using % instead or referring to unmet/met needs?] Indicator 4 - # of districts supported to provide comprehensive package for RMNCAH services [again to retain consistency across UNDAP II, could we use % of selected districts?] Indicator 5 - % of districts with at least 80% coverage of DTP-containing vaccine for children < 1 year	Indicator 1 - 'Status of Community Health Community Based Health Care (CBHC) programme in UN supported regions Indicator 2 - # of districts with trained Health Promotion focal persons operational on the mainland [again to retain consistency across UNDAP II, could we use % of selected districts?] Indicator 3 - % of schools with trained teachers providing comprehensive sexuality education in UN targeted districts [could revise this to % of selected districts, but it is ok] Indicator 4 - # of UN supported mainstream and community radios airing SRH education programs in Tanzania

HIV/AIDS				
Relevant MDAs, LGAs and communities expand delivery and promote take up of sustained high impact, stigma-free HIV/AIDS prevention, treatment, care and support services, especially for adolescents, youth, men and key populations				
Indicator 1 - % of women and men who have more than one sexual partner who used a condom at last sexual intercourse Indicator 2 - % of PLHIV who have suppressed viral load Indicator 3 - % of women and men ages 15-49 expressing accepting attitudes towards people living with HIV/AIDS Indicator 4 - % of women and men living with HIV/AIDS who report experience of stigma and discrimination towards them Indicator 5 - % of HIV infected infants among HIV/AIDS exposed children born in the past 12 months				
Output 1 - Relevant MDAs, TACAIDS, ZAC, NACOPHA and NBS have enhanced skills to generate, analyse and use related data to inform HIV/AIDS policies, strategies and programmes	Output 2 – Parliamentarians, Judiciary, Law Enforcement Agencies, Private Sector, Media, FBOs, Religious leaders, CSOs and PLHIV networks (recommend reduce list through use of collective nouns) have a better understanding of the negative impact of stigma and discrimination and the need to remove punitive laws, policies and practices that violate human rights (recommend remove the 'and the need to remove punitive..', as non-essential)	Output 3 – MoHCDEC, LGAs, TACAIDS and community development organisations have enhanced capacity to promote and expand delivery of combination prevention services (including PMTCT) to adolescents, young people and key populations	Output 4 – TACAIDS, MoHCDEC, LGAs, Private Sector and Communities, including PLHIV support organisations, have strengthened capacities to expand focused testing for adolescents and adult men with linkage to treatment services for PLHIV	Output 5 - Relevant MDAs, selected communities, TACAIDS and the private sector have enhanced capacities to mobilise, leverage and use necessary resources to scale up the national AIDS response

Indicator 1 - Status of Strategic HIV Information products (recommend further splitting to reduce number of targets under one indicator) Indicator 2- Status of HIV strategic planning products	Indicator 1 - % of women and men aged 15-49 years expressing accepting attitudes towards people living with HIV/AIDS	Indicator 1 - Status of functional HIV Prevention TWG and sub-committees at national level (noted as a process indicator) Indicator 2 - Proportion of adolescent girls, young women, men and KPs reached by HIV combination prevention services and structural interventions Indicator 3 - % of HIV infected infants among HIV/AIDS exposed children born in the past 12 months Indicator 4 - # of male condoms distributed (that left the central or regional Warehouses for onward distribution) annually by type of provider Indicator 5 - # of voluntary medical male circumcisions performed within the last 12 months according to the national standards	Indicator 1 - % of PLHIV who knows their status Indicator 2 - % of PLHIV diagnosed and on treatment by sex Indicator 3 - % of PLHIV receiving ART who are virally suppressed	Indicator 1 - % of international and domestic public funding to total HIV/AIDS expenditure for URT

Nutrition		
Women and children under five increase use of equitable, quality and effective nutrition services and adoption of optimal nutrition practices		
Indicator 1 - % of children age 6 – 59 months who receive vitamin A supplement during the first semester (%) Indicator 2 - % of pregnant women who receive iron-folic acid supplement for at least 90 days Indicator 3 - % of infants 0 – 5 months (girls and boys) who are exclusively breastfed Indicator 4 - % of children aged 0 – 59 months affected by Severe and Moderate Acute Malnutrition (SAM) who are admitted into treatment Indicator 5 - % of children 6-23 months (girls and boys) who receive a minimum acceptable diet		
Output 1 - Relevant MDAs and selected LGAs are better equipped to deliver improved nutrition specific services for women and children under five	Output 2 – Relevant MDAs and selected LGAs have enhanced capacities to realize a multi-sectoral nutrition response	Output 3 – Relevant MDAs and selected LGAs are better able to operationalise multisectoral nutrition information and surveillance systems
Indicator 1 - % of selected LGAs with enough supply to provide two annual doses of vitamin A supplements to all children 6-59 months available Indicator 2 - % of selected villages with community health workers providing infant and young child feeding counselling services in the reporting year Indicator 3 - % of SAM children treated according to WHO guidelines in UN Supported Districts Indicator 4 - # of MAM children treated in UN Supported Districts in mainland Indicator 5 - % of children 6-23 months and PLWs participating in Blanket supplementary feeding program in UN Supported Districts in mainland Indicator 6 - % of health facilities providing treatment for SAM children	Indicator 1 - % of district/municipal councils holding at least 2 Council Steering Committees on Nutrition during the last fiscal year Indicator 2 - % of districts disbursing minimum budget allocations for nutrition Indicator 3 - # of UN supported smallholder farmers (male and female) producing nutrient-rich food items Indicator 4 - % of children in UN supported districts with increased access to nutritious foods	Indicator 1 - Frequency of collection of national nutritional data Indicator 2 - % of councils producing at least one semi-annual or annual multi-sectoral nutrition scorecards Indicator 3 - % of districts on the mainland reporting on nutrition indicators in DHIS Indicator 4 - % of councils carrying out at least one semi-annual and annual bottleneck analysis of nutrition interventions Indicator 5 - Frequency of collection of national food and nutrition security data (Muchali reports)

WASH	
Vulnerable groups have increased access to safe and affordable water supply sanitation and hygiene	
Indicator 1 - population using improved safe drinking water source Indicator 2 - population using improved toilets Indicator 3 - Population resorting to open defecation (percent)	
Output 1 - Relevant MDAs are better able to formulate, implement and monitor plans, strategies and guidelines for the sustainable management of water, sanitation and hygiene	Output 2 - Selected LGAs have enhanced capacity to plan and implement sustainable water supply, sanitation and hygiene services, (particularly within schools and health facilities)
Indicator 1 - Status of national sustainability strategy for rural water supply Indicator 2 - Status of national WASH behaviour change communication (BCC) strategies Indicator 3 - Extent to which sector plans have incorporated WASH targets related to vulnerable groups and groups with special needs on the mainland and Zanzibar Indicator 4 - Status of National Health Facilities' WASH Guidelines Indicator 5 - Status of Drinking Water Quality Guidelines	Indicator 1 - % of selected LGAs implementing activities based on a comprehensive MIS-informed local plan for WASH Indicator 2 - % of schools with a functional WASH package meeting national guidelines in UN supported districts Indicator 3 - % of health care facilities complying with national health WASH guidelines in UN supported districts Indicator 4 - % of functional rural water points in selected districts Indicator 5 - proportion of population using basic sanitation in UN supported districts Indicator 6 - status of costed WASH emergency, preparedness and response plan in UN supported districts Indicator 7 - % of selected water utilities (Urban and Rural) with functioning water safety plans on the mainland Indicator 8 - status of national guidelines for decentralized wastewater management and simplified sewerage system on the mainland

Democratic Governance, Human Rights & Gender Equality		
Outcome statement: GURT strengthens measures for improved accountability, transparency and gender responsiveness, including equitable access to justice and opportunities for citizen engagement		
Indicator 1 - # of Bills presented before parliament for which an inclusive public hearing is conducted Indicator 2 - % of UPR and treaty body accepted recommendations implemented by Tanzania as result of support provided by the UNCMT Indicator 3 - Status of legislation, policies and operational tools that promote access to justice for all in Mainland and Zanzibar Indicator 4 - Status of national gender and development policy and guidelines for gender mainstreaming in public services that promote GEWE and address discrimination against women and girls Indicator 5 - Status of selected MDAs, CSOs and media engaging in select communities to address issues of local concern in their constituencies (do not recommend using this at Outcome level, also the targets do not explain the indicator. If revised, would be better suited at Output level)		
Output 1 – URT has enhanced capacity to comply with international and regional human rights standards and implement recommendations from human rights mechanisms, including those related to access to justice for women, children and other vulnerable groups	Output 2 - Citizens of URT, especially the most marginalized, have increased capacity to engage and participate in policy formulation, implementation and monitoring	Output 3 – Relevant Governance stakeholders have increased capacities to generate, analyse and use data to formulate and implement gender responsive, inclusive policies, strategies and programmes especially for the most marginalized
Indicator 1 - # of cases of violations of human rights handled/decided by the judiciary and the quasi-judicial institutions p.a. (indicators do not explicitly link to UN interventions) Indicator 2- # of cases involving women, children and other vulnerable groups responded to by the criminal justice system (overlap with Indicator 4 below constitutes double reporting) Indicator 3 - Status of reporting for the UPR, treaty body, special procedures and supervisory bodies Indicator 4 - # of people experiencing a legal problem who seek and receive various forms of legal aid services and assistance (indicators do not explicitly/clearly link to UN interventions)	Indicator 1 - # of consultations between Parliamentary Committees and CSOs, media, Academia and research Institutions Indicator 2 - Extent to which CSOs, including women's groups and marginalised groups, initiate inclusive and gender responsive budgeting and tracking Indicator 3 - # of platforms strengthened through which citizens, including media and CSOs, are engaged in national led and local based development initiatives	Indicator 1 - Status of Census Preparations and Reporting Indicator 2 - Status of government generated data with UN support on the situation of women, children and marginalized Indicator 3 - % of children under five years of age who are registered and hold birth certificates in UN supported regions on the mainland Indicator 4 - Status of Civil Registration and Vital Statistics(CRVS) and Community information System in Zanzibar] Indicator 5 - Status of national strategies and plans related to violent extremism Indicator 6 - Status of tools and systems to track and report on public resource allocations, including gender responsive budgeting, in select MDA's and LGAs Indicator 7 - Status of the national coordination, monitoring and reporting platform for the national development plans, SDGs and routine data systems (noted as a process indicator) Indicator 8 - Status of a Government-owned framework for Development Cooperation and Aid Management system, which captures information on development cooperation and financial flows (noted as a process indicator)

Women's Political Participation and Leadership			
Women and girls have increased opportunities to hold leadership positions in political and public life at national and subnational levels			
# of women nominated for election at Parliament and Council level % of ministerial positions held by women % of PS and Deputy PS positions held by women % of women parliamentarians and councillors			
Output 1 - MDAs, EMBs, Parliament, Women Caucuses have strengthened capacity to develop gender responsive laws, policies and guidelines relevant to women's leadership and participation	Output 2 - Political institutions have strengthened capacity to develop and implement gender responsive measures, including those which advance women's leadership and participation	Output 3 - Women and girls have improved skills and competencies to lead and participate in decision-making processes and structures at all levels	Output 4 - national and community-based media and local leaders in selected communities have enhanced capacities to promote women's and girls' leadership
Indicator 1 - Status of information products that capture the gender responsiveness of selected legislation and related norms and practices	Indicator 1 - Development and adoption status of tools (manifestos, policies and procedures) by political parties to promote women's participation Indicator 2 - # of initiatives developed by parliamentarians (Legislative Parliamentary Committees/ Women Caucuses/ Speaker of Parliament's Office/Secretariat of the Parliament, National Assembly) to promote GEWE	Indicator 1 - # of women and girls participating in initiatives for the assumption of leadership and decision-making roles [activity level indicator with end of term target of 240] Indicator 2 - # of eligible women aspirants enabled to stand for elective leadership positions Indicator 3 - # of adolescent girls that attest to increased knowledge of electoral processes and added value of engagement in public life and leadership, as a result of advocacy and communication initiatives on the mainland	Indicator 1 - # of UN supported media institutions with public information programming related to women's and girls' leadership and political participation Indicator 2 - # of wards where media and community leaders engage in local level dialogue and initiatives to advance women's leadership and political participation

VAWC

Women and children have access to and are better served by a national protection system that prevents and responds to violence and harmful social practices

Indicator 1 - % of budget allocated to the ministries of health, social welfare, community development, home affairs and justice to address violence against women and children
Indicator 2 - % of girls, boys and ever married women experiencing physical, sexual and emotional violence
Indicator 3 - % of child victims of sexual violence who told someone, sought services and obtained them
Indicator 4 - % of girls 15-19 undergoing female genital mutilation/cutting on the mainland
Indicator 5 - women and men aged 20-24 married by 18 years
Indicator 6 - % of women, men, girls and boys who believe wife beating is acceptable in some circumstances

Output 1 - Selected MDAs, regional and local authorities have increased capacity for evidence-based planning, budgeting and multi-sectoral coordination for improved laws, policies and programmes on VAWC	Output 2 – Selected communities have increased capacity to effectively prevent and respond to practices and behaviours harmful to women and children	Output 3 – Stakeholders within the national protection system have increased capacity to deliver quality and gender responsive services to women and children in need of care and protection
Indicator 1 - Status of national plans on preventing and responding to violence against women and children consistent with international standards Indicator 2 - % of selected LGAS with budgets for addressing violence against women and children in their council plans on the Mainland Recommend using % of LGAs so it gives an idea of scope and maintains consistency across UNDAP II? Indicator 3 - National-level coordination committees meeting as per the National Coordination Guidelines (noted as a process indicator)	Indicator 1 - # of districts that engage in dialogue to prevent and respond to VAWC [in line with other OGs, suggest amend to % of selected LGAs, and being cumulative, this would then show 100% at end of UNDAP II] Indicator 2 - # of out of school young women and men engaged in UN supported empowerment programmes aimed at the abandonment of FGM, VAWC and other harmful practices Indicator 3 - # of villages reached with UN supported positive parenting programmes [Recommend using % for UNDAP II coherence, but then bringing in an extra qualification, eg '% of selected LGAs with ≥ 25 (or whatever number/% you are comfortable with) villages reached with UN supported positive parenting programmes'. Indicator 4 - # of Schools with programming to address violence against children [in line with other OGs, suggest amend to 'recommend using % for UNDAP II coherence, but then bringing in an extra qualification, eg '% of selected LGAs with ≥85% of schools with programming to address violence against children	Indicator 1 - # of LGAs with multi-sector protection systems offering preventive and response services to women and children [In keeping with most (but not all) Outcome Groups, recommend Output indicators wherever possible focus on the work of the UN Indicator 2 - # of women and children receiving protection services

Environment and Climate Change			
Relevant MDAs, selected LGAs and key institutions strengthen measures for sustainable environmental management and climate change adaptation			
Indicator 1 - Proportion of MDAs and LGAs that have integrated and implemented environmental management measures to reduce and mitigate climate risks and improve community resilience Indicator 2 - % of public expenditure related to environment, natural resources and climate change adaptation as part of total public expenditure			
Output 1 – Relevant MDAs have strengthened capacities to formulate and improve policies, plans and strategies to reduce environmental degradation and mitigate climate change challenges and risks	Output 2 – Relevant MDAs and LGAs have enhanced skills and competencies to generate, analyse and use environmental data to inform their response to environment and climate change challenges and risks	Output 3 – Relevant MDAs and LGAs have strengthened capacities to mobilise and leverage resources to finance their response to environment and climate change challenges and risks	Output 4 – Selected institutions have strengthened capacities to innovate and transfer environmentally-friendly technologies to market, for take-up by communities
Indicator 1 - Status of key national policies and strategies designed to achieve low emission and climate resilience	Indicator 1 - # of MDAs and LGAs that have mainstreamed environment and climate change data into their key plans and strategies	Indicator 1 - # of MDAs supported by the UN to gain accreditation for the Green Climate Fund Indicator 2 - Volume of funds from UN supported initiatives (from GCF, GEF and AF) applied for by the Government with UN support Indicator 3 - # of environment /climate change financing frameworks developed by GoT with the UN's support	Indicator 1 - # of national and sub-national institutions supported by UN to innovate and transfer environmentally friendly technology to market Indicator 2 - # of households (including female-headed) using innovative, environmentally-friendly technology supported by the UN Indicator 3 - # of public and private sector institutions using innovative, environmentally-friendly technology supported by the UN

Refugees and Migrants		
Refugees and migrants have increased access to comprehensive protection-sensitive and solution-oriented assistance, in line with international norms and standards		
Indicator 1 - % of refugees and persons of concern with access to protection and assistance to basic needs in line with international norms and standards		
Indicator 2 - % of persons who benefit from the three durable solutions; repatriation, resettlement and local integration		
Output 1 – UN agencies and implementing partners deliver protection and basic services for refugees and migrants, in line with international norms and standards	Output 2 – Refugees assisted for voluntary repatriation or resettlement, in safety and dignity [amended given third country is also included here]	Output 3 – Relevant MDAs and selected LGAs have improved capacity to manage refugee, labour and migration flows
Requested reduction in # of indicators… Indicator 1 - Reported SGBV cases receiving psycho-social, medical, legal, material support in refugee camps Indicator 2 - Extent to which refugee frameworks and legislation are consistent with international protection norms and standards Indicator 3 - Refugee children with acute protection concerns identified, and supported with care arrangement Indicator 4 - Avg litres of potable water per person per day for camp-based refugees Indicator 5 - Refugee households living in adequate dwellings with latrine facilities Indicator 6 - Primary school-aged refugee children enrolled in primary education in line with SPHERE standards and CCCs (check duplication under Education OG, Output 2 Indicator 4 '# of children in humanitarian situations supported by the UN to access formal or non-formal basic education Indicator 7 - % of persons of concern have access to primary health care in refugee camps Indicator 8 - % Camp based refugees whose needs for basic and domestic items are met Indicator 9 - % of target population provided with food or cash transfers Indicator 10 - Avg food/cash-based entitlement provided as a proportion of full entitlement for general food distribution Indicator 11 - % of targeted pregnant and lactating women and children 6-59 months receiving supplementary feeding assistance Indicator 12 - Avg food entitlement provided as a proportion of full entitlement for supplementary feeding activities Indicator 13 - # of assessments conducted [please define type of assessments Indicator 14 - Proportion of women of reproductive age 15-49 years who are using modern contraceptive method	Indicator 1 - % of refugees who applied for voluntary repatriation assisted to leave in safety and dignity Indicator 2 - % of eligible cases submitted for resettlement to a third country (cumulative) Indicator 3 - % of departing refugees provided with hot meal rations in departure centres Indicator 4 - % of persons of concern benefitting from livelihoods and income generating activities (cumulative) Indicator 5 - % of departing refugees assisted with return movements and medical pre-departure support	Indicator 1 - # of irregular migrants registered and status determined Indicator 2 - # of border crossing points equipped with operating the updated Information Management system Indicator 3 - % of immigration department officials and police officers reporting changes in their management of migration flows following training