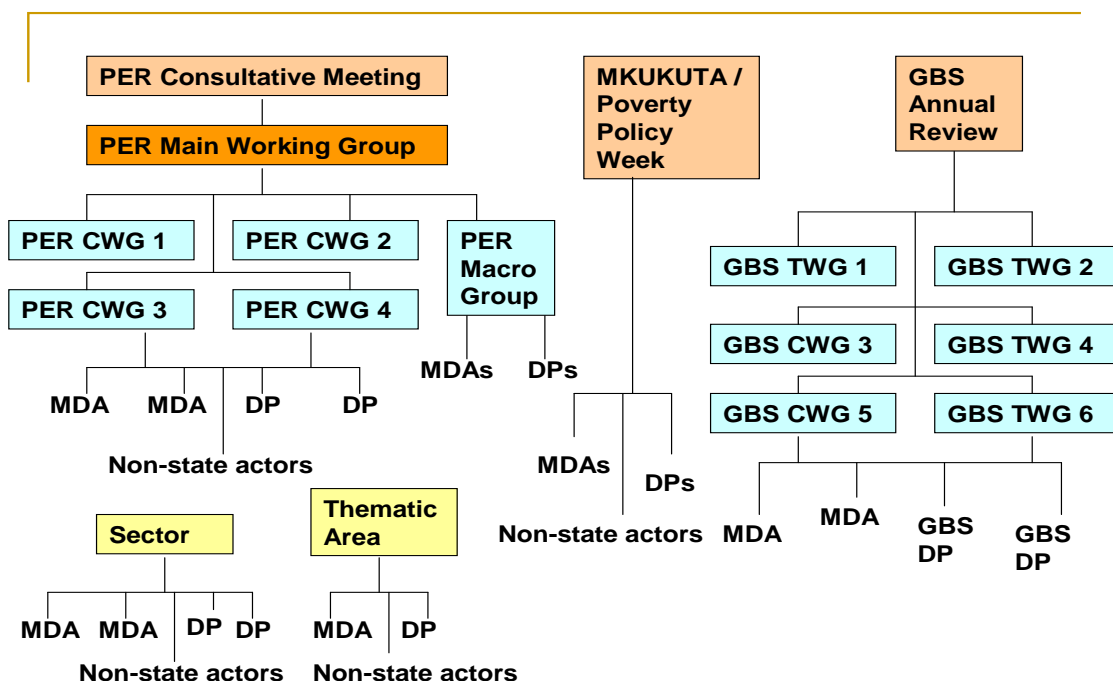


## TANZANIA PROPOSED PER/MKUKUTA DIALOGUE STRUCTURE

- 1.0 Effective, high quality, and regular dialogue between the Government, Development Partners (DPs) and domestic stakeholders is crucial for our successful co-operation towards achieving national development, growth and poverty reduction goals. Currently, sector and national dialogue takes place around different processes (PER, MKUKUTA, GBS etc.), with often overlapping agendas, schedules and memberships without clear selection criteria as well as weak or unclear inter-linkages. This has led to high transaction costs as well as insufficient quality and ineffective dialogue arrangements and their expected outputs. For example, MDAs engage in sector dialogue with DPs and at the same time are direct members in PER CWGs, representing their own Ministries rather than the sector at cluster level. Structures for national dialogue throughout the year are in place for the PER process, but are missing for the MKUKUTA process in terms of policy dialogue on MKUKUTA implementation. The only multi-stakeholder forum for this purpose is the MKUKUTA Annual Review/Poverty Policy Week.

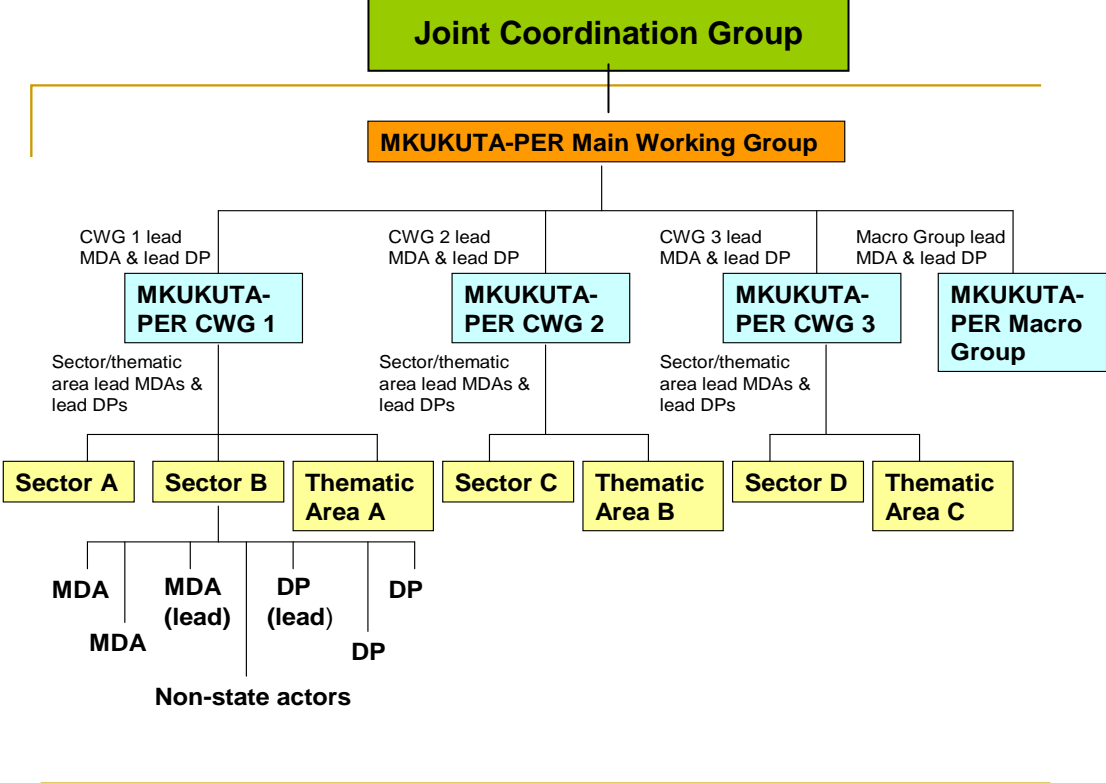
**Figure 1: Current dialogue structure**



- 2.0 In view of these shortcomings in the existing dialogue structure, a new structure is proposed with the following features:
- (i) Dialogue structure integrates, to the greatest extent possible, all existing processes (MKUKUTA, PER, JAST and GBS) thus combining dialogue on policy and budgetary/expenditure issues, in order to reduce overlaps and transaction costs.

- (ii) Dialogue structure has four levels:
  - a) Sectors/thematic areas where MDAs (and active DPs) are direct members; and distinction is made between internal Government dialogue and dialogue between the Government, DPs and non-state actors;
  - b) Four Cluster Working Groups (CWGs), namely 3 CWGs corresponding to the three MKUKUTA clusters: (1) Growth and Income Poverty Reduction; (2) Improvement of Quality of Life and Social Well-Being; and (3) Governance and Accountability, where sectors/thematic areas are represented, as well as a MKUKUTA-PER Macro Group;
  - c) The MKUKUTA-PER Main Working Group where CWGs and the MKUKUTA-PER Macro Group are represented. The change of name from the previous PER Main Working Group to MKUKUTA-PER Main Working Group reflects the broadening of the dialogue agenda to include MKUKUTA and related policy issues;
  - d) A Joint Government – DPs Coordination Group (JCG), the highest level coordination structure drawing membership from Permanent Secretaries and Heads of Development Cooperation, and serving as a forum for dialogue in the coordination of development assistance, the harmonisation and alignment of Development Partners’ programmes, projects, and budget support in support of the implementation of MKUKUTA and MKUZA.
- (iii) Sectors/thematic areas and CWGs have a lead and deputy lead MDA and a lead DP, which represent other members in dialogue at the next higher level:
  - a) The sector/thematic area lead and deputy lead MDA – together with the lead DP – represent the sector/thematic area at cluster level, but can still be accompanied by sector experts if need arises; and
  - b) The CWG lead and deputy lead MDA – together with the cluster lead DP – represent the CWG in the MKUKUTA-PER Main Working Group, but may be accompanied by technical experts from sectors/clusters if the need arises.
- (iv) Annual Review consultative meetings will take place at sector/thematic area and national (MKUKUTA-PER) levels.

**Figure 2: Proposed new dialogue structure**



## **GENERIC TERMS OF REFERENCE FOR MKUKUTA-PER MAIN WORKING GROUP**

### **1.0 Definition and function of MKUKUTA-PER Main Working Group**

1.1 The MKUKUTA-PER Main Working Group constitutes the overarching structure for ongoing dialogue between Government, Development Partners (DPs) and other domestic stakeholders (non-state actors) on the national MKUKUTA and budget/PER process, with GBS and JAST issues being integrated within these processes to the greatest extent possible. In keeping with the principle of alignment, having one main forum and process for national dialogue on all issues (budget/expenditure, policy/MKUKUTA implementation, GBS, JAST) allows for the avoidance of parallel processes and the reduction of overlaps and transaction costs. Whereas dialogue in the MKUKUTA-PER Main Working Group is an ongoing process throughout the year, the process culminates in a MKUKUTA-PER Annual Review event in October (combining the former PER Annual Consultative Meeting and the MKUKUTA annual review/Poverty Policy Week).

1.2 Drawing on inputs from Cluster Working Groups (CWGs) and underlying sectors and thematic areas and feeding back into these underlying structures, the MKUKUTA-PER Main Working Group discusses, inputs into and informs on the MKUKUTA and national budget / PER process as well as GBS and JAST to the greatest extent possible through:

- (i) Information sharing;
- (ii) Consultation ;
- (iii) Joint analysis and performance assessment; and
- (iv) Provision of advice on policy, budgetary and other issues

### **2.0 Objectives of MKUKUTA-PER Main Working Group**

The objectives of dialogue in MKUKUTA-PER Main Working Group are to:

- (i) Ensure appropriate linkages between clusters in order to achieve MKUKUTA goals and targets
- (ii) Ensure that planning, budgeting and budget execution are in line with MKUKUTA goals and targets
- (iii) Improve public financial management and accountability;
- (iv) Support the achievement of JAST objectives;
- (v) Support the achievement of GBS commitments as outlined in the PAF matrix and GBS Partnership Framework Memorandum; and
- (vi) Enhance domestic and mutual accountability.

### **3.0 Tasks:**

3.1 In line with the above outlined objectives and functions, MKUKUTA-PER Main Working Group members will undertake the following tasks:

**(i) Policy and strategy formulation:**

Provide guidance on new sector or thematic area policies, strategies and programmes in consideration of their linkages across all clusters

**(ii) Planning and budgeting:**

(a) Analyse recommendations from previous reports (e.g. MKUKUTA Annual Implementation Report) and studies as inputs into plans and budgets

(b) Analyse resource requirements and predictability for implementing MKUKUTA;

(c) Discuss and review strategic interventions for resource allocation / priority expenditure programmes and activities that have been identified at cluster level (e.g. budget priorities, quick wins etc.) or identify itself such priorities and therein consider their linkage across clusters, provide feedback to CWGs and recommendations to the Planning and Budget Guidelines Committee (PBGC) as inputs for budget guidelines preparation

**(iii) Monitoring and Evaluation:**

Members of the MKUKUTA-PER Main Working Group will monitor, review and report on performance and make recommendations for improvements, where applicable, in terms of the following:

(a) Alignment of sector / thematic area policies, strategies and programmes with MKUKUTA goals and targets;

(b) Consistency of actual expenditures with plans and budgets;

(c) Results on MKUKUTA goals and targets

(d) Systems and process management, including the functioning of public financial management systems and progress on public sector reforms, D by D, etc.

(e) Implementation of GBS commitments as outlined in the GBS Partnership Framework Memorandum and the PAF matrix;

(f) Implementation of Government and DP commitments in terms of JAST actions; and

(g) Implementation of recommendations from studies, reports and previous MKUKUTA-PER annual reviews

For this purpose, working group members will gather and record reliable and timely data and information. Findings will then be fed into relevant processes and will be reported on in MKUKUTA-PER annual review reports.

**(iv) Studies and analysis:**

- (a) Review and approve MKUKUTA-PER studies as proposed by CWGs or make its own recommendations on strategic areas of interest for studies to CWGs, including identifying topics for PEFAR and commissioning it
- (b) Discuss and review findings and recommendations of reports and studies, based on findings/inputs from CWGs, in order to assess their appropriateness as inputs into policy, planning and budgeting processes

**3.2 In addition to the above listed tasks, tasks that are specific to the MKUKUTA-PER Annual Review event are:**

- (i) Identify and focus on different (strategic) key issues each year;
- (ii) Undertake periodic review of selected sector/cluster/national policy or strategic issues in order to provide inputs for new policy / strategy formulation ;
- (iii) Discuss findings and recommendations from relevant studies and reports, in particular the PEFAR, the MKUKUTA Annual Implementation Report, the review of macroeconomic performance, the Cross-Cluster Medium-Term Expenditure Framework, budget execution reports, etc.;
- (iv) Bring discussions and findings from ongoing dialogue throughout the year together and reach final conclusions for the year in terms of MKUKUTA-PER performance – identify achievements, challenges/constraints and way forward;
- (v) Identify priorities going forward to inform the budget guidelines and budget preparation;
- (vi) Assess whether previous recommendations have been implemented and recommend next steps;
- (vii) Evaluate the quality and effectiveness of the ongoing dialogue process throughout the year, including stakeholder participation and information sharing (timeliness and appropriateness of information) ;
- (viii) Evaluate the quality and timeliness of monitoring and evaluation systems and progress reporting; and

- (ix) Produce summary report of the Annual Review event, which will serve as input to the next cycle of dialogue in the MKUKUTA-PER Main Working Group.

#### **4.0 Outputs:**

In line with the above listed tasks, the MKUKUTA-PER Main Working Group will produce the following outputs:

- (i) Sector/thematic area policies, strategies and programmes in line with MKUKUTA goals and targets;
- (ii) Advice on strategic interventions at cluster level, which serve as inputs to budget guidelines preparation;
- (iii) Studies on MKUKUTA/PER issues, including PEFAR analysis; and
- (iv) MKUKUTA-PER annual review report

#### **5.0 Membership and leadership**

5.1 The MKUKUTA-PER Main Working Group has members from the Government, DPs and non-state actors. Whereas Government membership consists of the lead and deputy lead MDAs of the three CWGs and the MKUKUTA-PER Macro Group, DPs are represented by the lead (and deputy lead) DPs from the respective CWGs and the MKUKUTA-PER Macro Group. Non-state actor membership should follow a similar arrangement (i.e. non-state actors participating in CWGs select one of them to represent them in the MKUKUTA-PER Main Working Group).

5.2 The Group is chaired by the Government (Ministry of Finance) with the following responsibilities:

- (i) Call for and organise meetings with the help of the MKUKUTA and PER Secretariats;
- (ii) Ensure that meetings take place regularly as scheduled;
- (iii) Ensure that meetings have optimal participation from all members;
- (iv) Coordinate and facilitate members' contributions to dialogue;
- (v) Oversee and coordinate MKUKUTA-PER work plan implementation; and
- (vi) Maintain all relevant information and share it with other stakeholders

#### **6.0 Meeting schedule:**

6.1 The MKUKUTA-PER Main Working Group aims to meet once a month (proposed is Tuesday of the third week of the month, after sector / thematic area working groups and cluster working groups have met in the first and second week of the month respectively). Once in every quarter, meetings

should be dedicated to the GBS agenda, taking stock of and discussing Government and DP progress in implementing GBS commitments, including PAF actions, drawing on quarterly status updates from CWGs.

- 6.2 However, meetings may be more or less frequent at different times of the annual budget cycle, depending on the agenda and required outputs. In order to allow for productive meetings with minimal transaction costs, they should be focused and well prepared and organised. The latter includes the circulation of all necessary documents well in advance of the meeting and sufficient advance confirmation of meeting dates and times. Keeping the meeting at the same day of the week and the same time may help to facilitate meeting regularity and predictability with advance planning for it. It is also important that meeting participants are well informed when coming to a meeting and able to represent their organisation appropriately with valid contributions.

## **7.0 MKUKUTA-PER Annual Review:**

- 7.1 The MKUKUTA-PER Annual Review event, which combines the former PER Consultative Meeting and the MKUKUTA Annual Review/Poverty Policy Week, is recommended to take place in October in order to be able to:

- (i) discuss the MKUKUTA Annual Implementation Report, which comes out in September;
- (ii) timely feed into the preparation of the budget guidelines, which starts in October;
- (iii) link with the GBS Annual Review in October, thus supporting the integration of the GBS process into the national MKUKUTA and PER processes (the GBS Annual Review, which consists of high-level key issues sessions for Government and GBS Partners, may be held in the week following the MKUKUTA-PER Annual Review meeting)

- 7.2 The annual review event is attended by a wide range of stakeholders, not only MKUKUTA-PER Main Working Group members. It includes all MDAs as well as Regions, LGAs, Development Partners, Parliamentarians, and a broad range of private sector and civil society organizations, which are represented by relevant umbrella organisations.

## **8.0 Relationship to sectors / thematic areas and CWGs**

- 8.1 The MKUKUTA-PER Main Working Group focuses on the achievement of goals and outcomes in all three clusters and thus pays attention to appropriate cross-sector and cross-cluster linkages.

- 8.2 Specifically, the MKUKUTA-PER Main Working Group will:

- (i) Provide feedback and advice to CWGs and through them also to underlying sectors and thematic areas;

- (ii) Monitor and take stock of CWG activities and performance ;
- (iii) Consider analysis and recommendations that are put forward by CWGs (and through them by sector and thematic area working groups); and
- (iv) Approve studies that are proposed by CWGs and through them by sector and thematic area working groups.

## **Generic Terms of Reference for Cluster Working Groups (CWGs)**

### **1.0 General guidance**

The below outlined Terms of Reference (TOR) for Cluster Working Groups are formulated in general terms and can be adjusted by stakeholders to the requirements of the specific cluster, whereby the main points of these generic TOR would be maintained. Based on these TOR, each CWG should prepare an annual work plan.

### **2.0 Definition of Cluster Working Groups**

Cluster Working Groups are the structure for dialogue between Government, Development Partners (DPs) and other domestic stakeholders (non-state actors) on all issues relating to the three MKUKUTA clusters. They draw on inputs from the underlying sectors and thematic areas (working groups) and feed into national level dialogue on the national budget and MKUKUTA in the MKUKUTA-PER Main Working Group.

### **3.0 Objectives of Cluster Working Groups**

The objectives of dialogue in Cluster Working Groups are to:

- (i) Ensure appropriate linkages between underlying sectors and thematic areas in order to achieve cluster goals and targets in line with MKUKUTA ;
- (ii) Ensure that planning, budgeting and budget execution are in line with MKUKUTA cluster goals and targets;
- (iii) Improve public financial management and accountability;
- (iv) Support the achievement of JAST objectives ;
- (v) Achieve cluster specific GBS commitments as outlined in the PAF matrix and GBS Partnership Framework Memorandum; and
- (vi) Enhance domestic and mutual accountability

### **4.0 Functions of Cluster Working Groups**

4.1 Inputting into and informing on both (1) policy (MKUKUTA, GBS, JAST) and (2) budgetary (public expenditure) issues, Cluster Working Groups are fora for dialogue on the two main national processes:

- (i) the MKUKUTA process, and
- (ii) the national budget / PER process

- 4.2 They are also structures for dialogue on JAST and GBS issues, which are to be integrated as much as possible within the MKUKUTA and national budget / PER processes.
- 4.3 Specifically, Cluster Working Groups serve as a forum for:
- (i) information sharing
  - (ii) consultation
  - (iii) joint analysis and assessment of cluster issues or performance
  - (iv) provision of advice on policy, budgetary and other issues

## **5.0 Tasks**

5.1 In line with the above outlined objectives and functions, CWG members will undertake the following tasks:

- (i) Policy and strategy formulation:
  - (a) Provide comments on new sector or thematic area policies, strategies and programmes in consideration of their interlinkages as well as linkages with MKUKUTA cluster goals and targets; and
  - (b) Support and facilitate SWAp arrangements between Government and DPs
- (ii) Planning and budgeting:
  - (a) Analyse recommendations from previous reports (e.g. MKUKUTA Annual Implementation Report) and studies as inputs into plans and budgets;
  - (b) Analyse resource requirements and predictability for achieving cluster goals and targets; and
  - (c) Identify strategic interventions for resource allocation / priority expenditure programmes and activities at cluster level (e.g. budget priorities, quick wins etc.) in line with MKUKUTA cluster goals and targets, and propose them to the MKUKUTA-PER Main Working Group and the Planning and Budget Guidelines Committee (PBGC) as inputs for budget guidelines preparation.
- (iii) Monitoring and Evaluation.

5.2 Members of CWGs will monitor, review and report on performance and make recommendations for improvements, where applicable, in terms of the following:

- (a) Alignment of MDA activities with sector / thematic area policies, strategies and programmes and MKUKUTA goals and targets;
- (b) Consistency of actual expenditures with plans and budgets;

- (c) Results on cluster goals and targets;
  - (d) Systems and process management, including the functioning of public financial management systems and progress on public sector reforms, D by D, etc.
  - (e) Implementation of GBS commitments as outlined in the GBS Partnership Framework Memorandum and the PAF matrix;
  - (f) Implementation of Government and DP commitments in terms of JAST actions; and
  - (g) Implementation of recommendations from studies, reports and previous MKUKUTA-PER annual reviews and sector/thematic area annual reviews.
- 5.3 For this purpose, CWG members will gather and record reliable and timely data and information. Findings will then be fed into relevant processes and will be reported on in annual cluster progress reports.
- 5.4 Studies and analysis:
- (i) Consider proposed studies (PER / MKUKUTA studies) from sector/thematic area working groups or identify itself strategic areas for studies and propose them to the MKUKUTA-PER Main Working Group for approval; and
  - (ii) Discuss and review findings and recommendations of sector, cluster or national level reports and studies in order to assess their appropriateness as inputs into policy, planning and budgeting processes.

## **6.0 Outputs**

In line with the above listed tasks, CWGs will produce the following outputs:

- (i) Sector/thematic area policies, strategies, and programmes in line with cluster goals and targets;
- (ii) Identified strategic interventions at cluster level, which serve as inputs to budget guidelines preparation;
- (iii) Reports on performance in terms of:
  - (a) MKUKUTA implementation, which serve as inputs into annual MKUKUTA progress reporting, including MKUKUTA Annual Implementation Report, biennial MKUKUTA Status Report and Poverty and Human Development Report;

- (b) JAST implementation, which serve as inputs to JAST review and annual progress report; and
- (c) Progress against GBS PAF matrix, which serve as inputs to GBS annual review and GBS Annual Review Report.
- (iv) Cluster studies on MKUKUTA, PER and other issues; and
- (v) Annual cluster progress report

## **7.0 Membership and leadership**

7.1 Cluster Working Groups have members from the Government, DPs and non-state actors. Whereas Government membership consists of the lead and deputy lead MDAs of the underlying sectors and thematic areas under a particular cluster, DPs are represented in the cluster by lead DPs from the sectors and thematic areas under the respective cluster. Each CWG has a lead and deputy lead from Government central ministries. DPs will also select a lead (and deputy lead) on their side. Non-state actors should have a similar arrangement.

7.2 CWGs are chaired by the Government lead, who has the following responsibilities:

- (i) Call for and organise meetings with the help of a Secretariat, if needed;
- (ii) Ensure that meetings take place regularly as scheduled;
- (iii) Coordinate and facilitate members' contributions to cluster dialogue;
- (iv) Oversee and coordinate CWG work plan implementation;
- (v) Serve as focal point for Government members to communicate with DPs through the DP lead;
- (vi) Represent, together with the deputy lead MDA and the lead DP, the CWG in the MKUKUTA-PER Main Working Group; and
- (vii) Maintain all relevant cluster information and share it with other stakeholders.

7.3 Within the CWG, the cluster lead DP has the following responsibilities:

- (i) Ensure that meetings have optimal DP participation;
- (ii) Serve as focal point for DP members to communicate with the Government side through the Government lead;

- (iii) Communicate, together with the Government lead, on behalf of the CWG with the MKUKUTA-PER Main Working Group and represent the CWG at MKUKUTA-PER Main meetings; and
- (iv) Maintain all relevant cluster information from DP members and share it with other stakeholders

## **8.0 Meeting schedule**

8.1 Cluster Working Groups aim to meet once a month (proposed for Tuesdays in the second week of the month, after sector/thematic area working group meetings in the first week and before the MKUKUTA-PER Main meeting in the third week). Once every quarter, meetings should be dedicated to discussing GBS specific issues, i.e. performance in implementing GBS commitments including progress against the PAF.

8.2 However, meetings may be more or less frequent at different times of the annual budget cycle, depending on the agenda and required outputs. In order to allow for productive meetings with minimal transaction costs, they should be focused and well prepared and organised. The latter includes the circulation of all necessary documents well in advance of the meeting and sufficient advance confirmation of meeting dates and times. Keeping the meeting at the same day of the week and the same time may help to facilitate meeting regularity and predictability with advance planning for it. It is also important that meeting participants are well informed when coming to a meeting and able to represent their organisation appropriately with valid contributions.

## **9.0 Linkages to sectors and thematic areas and the MKUKUTA-PER Main Working Group**

9.1 In carrying out their activities, CWGs focus on the achievement of goals and outcomes of their cluster as well as on their contributions to the achievement of goals and outcomes in other clusters, taking into account inter-linkages across sectors / thematic areas and clusters.

9.2 Specifically, CWGs will:

- (i) Provide feedback and advice to sectors and thematic areas on inputs provided by sectors / thematic areas to the clusters;
- (ii) Report on cluster performance to the MKUKUTA-PER Main Working Group;
- (iii) Feed analysis and recommendations into the MKUKUTA-PER Main Working Group; and
- (iv) Receive and consider feedback from the MKUKUTA-PER Main Working Group.

## **Generic Terms of Reference for Joint Sector and Thematic Area Working Groups**

### **1.0 General guidance**

The below outlined Terms of Reference (TOR) for joint sector and thematic area working groups are formulated in general terms. Each sector/thematic area (and sub-sector, where necessary) may agree on their own specific TOR, they should however maintain the main points of these generic TOR. Based on these TOR, each sector / thematic area working group should prepare an annual work plan.

### **2.0 Definition of a sector / thematic area**

2.1 A sector or thematic area constitutes a thematic entity on the basis of which policies, strategies and plans are formulated and implemented and dialogue is organised. At the same time, the term sector (or thematic area) is used to refer to a group of institutions (e.g. MDAs) that are stakeholders and engage in dialogue on the thematic entity. Examples for a sector are education, water, agriculture, etc. Examples for thematic areas are governance, public financial management, etc.

2.2 Under Tanzania's first PRS, seven priority sectors were identified. Under the MKUKUTA, the classification of sectors and thematic areas, which are underlying the three MKUKUTA clusters, has been expanded, whereby each sector has a main MKUKUTA cluster to which it belongs, despite also contributing to the other two clusters.

### **3.0 Definition of Joint Sector and Thematic Area Working Groups**

Joint Sector and Thematic Area Working Groups are the structure for dialogue on sector or thematic area issues between Government (sector and thematic area MDAs), Development Partners (DPs) that are active (as defined in the JAST) in a particular sector or thematic area, and other domestic stakeholders (non-state actors). They are the underlying structure of cluster and national level dialogue on the national budget and MKUKUTA.

### **4.0 Objectives of Joint Sector and Thematic Area Working Groups**

The objectives of sector and thematic area dialogue, which is organised in joint sector and thematic area working groups, are to:

- (i) Achieve results on coherent sector policies, strategies and programmes in line with MKUKUTA and other national development frameworks;
- (ii) Ensure that planning, budgeting and budget execution are in line with sector policies, strategies and programmes;
- (iii) Improve public financial management and accountability;

- (iv) Achieve results on sector/thematic area specific JAST commitments;
- (v) Achieve sector/thematic area specific GBS commitments as outlined in the PAF matrix and GBS Partnership Framework Memorandum; and
- (vi) Enhance domestic and mutual accountability

## **5.0 Functions of Joint Sector and Thematic Area Working Groups**

5.1 Inputting into and informing on both (1) policy (MKUKUTA, sector and thematic area policy, GBS, JAST) and (2) budgetary (public expenditure) issues, sectors and thematic areas are the underlying structure for the two main national processes:

- (i) the MKUKUTA process, and
- (ii) the national budget / PER process.

5.2 They are also the underlying structure for implementation of and dialogue on JAST and GBS issues, which are to be integrated as much as possible within the MKUKUTA and national budget / PER processes.

5.3 Specifically, joint sector and thematic area working groups serve as a forum for:

- (i) information sharing;
- (ii) consultation ;
- (iii) joint analysis and assessment of sector / thematic area issues or performance; and
- (iv) provision of advice on policy, budgetary and other issues

## **6.0 Tasks**

6.1 In line with the above outlined objectives and functions, working group members will undertake the following tasks:

### **(i) Policy and strategy formulation**

- (a) Provide comments on new sector or thematic area policies, strategies and programmes;
- (b) Establish SWAp arrangements between Government and DPs in order to harmonise Government and DP processes

### **(ii) Planning and budgeting**

- (a) Analyse recommendations from previous reports (e.g. MKUKUTA Annual Implementation Report) and studies as inputs into plans and budgets;
- (b) Identify strategic interventions for resource allocation / priority expenditure programmes and activities (budget priorities, quick wins) at sector/thematic area level in line with sector/thematic

area policies/strategies and MKUKUTA and propose them to the relevant Cluster Working Group (CWG) and the Planning and Budget Guidelines Committee (PBGC) as inputs for budget guidelines preparation;

- (c) Analyse resource requirements and predictability for implementing sector policies, strategies and programmes;
- (d) DPs discuss and agree with MDAs on their external resource projections for the three-year (MTEF) period

**(iii) Monitoring and evaluation**

Sector and thematic area working groups will monitor, review and report on sector/thematic area performance in terms of the following:

- (a) Alignment of MDA activities with sector / thematic area policies, strategies and programmes and MKUKUTA goals and targets;
- (b) Consistency of actual expenditures with plans and budgets;
- (c) Results (progress, challenges / constraints) in implementing sector / thematic area policies, strategies and programmes, including service delivery ;
- (d) Progress on MKUKUTA goals and targets;
- (e) Systems and process management, including the functioning of public financial management systems and progress on public sector reforms, D by D, etc.;
- (f) Implementation of GBS commitments as outlined in the GBS Partnership Framework Memorandum and the PAF matrix;
- (g) Implementation of Government and DP commitments in terms of JAST actions;
- (h) Implementation of recommendations from studies, reports and previous annual sector/thematic area reviews.

For this purpose, sector and thematic area working group members will gather and record reliable and timely data and information. Findings will then be fed into relevant processes and will be reported on in annual sector/thematic area progress reports.

**(iv) Studies and analysis**

- (a) Identify strategic areas of interest for studies (PER / MKUKUTA studies) to inform policies, strategies and budget preparation and propose them to the Cluster Working Group; and

- (b) Discuss and review findings and recommendations of sector, cluster or national level reports and studies in order to assess their appropriateness as inputs into policy, planning and budgeting processes.

6.2 In addition to the above listed tasks, an **annual review** will be undertaken with the following tasks:

- (i) Identify and focus on different (strategic) key issues each year;
- (ii) Undertake more comprehensive review of a particular sector/thematic area policy, strategy or programme at mid-term or end of their implementation in order to provide inputs for new policy, strategy or programme formulation;
- (iii) Discuss findings and recommendations from relevant studies and reports at national, cluster or sector/thematic area level;
- (iv) Bring discussions and findings from ongoing dialogue throughout the year together to reach final conclusions for the year in terms of sector / thematic area performance – identify achievements, challenges/constraints and way forward;
- (v) Identify priorities going forward to inform the budget guidelines and budget preparation;
- (vi) Assess whether recommendations from the previous annual review have been implemented and recommend next steps;
- (vii) Evaluate the quality and effectiveness of the ongoing dialogue process throughout the year, including stakeholder participation and information sharing (timeliness and appropriateness of information);
- (viii) Evaluate the quality and timeliness of monitoring and evaluation systems and progress reporting; and
- (ix) Produce annual review report (sector/thematic area progress report), which will serve as input to cluster and national processes.

### 6.3 **Outputs**

In line with the above listed tasks, sector and thematic area working groups will produce the following outputs:

- (i) Sector/thematic area policies, strategies and programmes;
- (ii) Identified strategic interventions at sector / thematic area level, which serve as inputs to budget guidelines preparation;
- (iii) External resource projections for the three-year MTEF period;

- (iv) Reports on sector / thematic area performance in terms of:
  - (a) MKUKUTA implementation, which serve as inputs into annual MKUKUTA progress reporting, including MKUKUTA Annual Implementation Report, biennial MKUKUTA Status Report and Poverty and Human Development Report;
  - (b) JAST implementation, which serve as inputs to JAST review and annual progress report;
  - (c) Progress against GBS PAF matrix, which serve as inputs to GBS annual review incl. CWG progress reports against PAF and GBS Annual Review Report;
- (v) Sector (PER/MKUKUTA) studies to assess sector performance on policy and expenditure issues and inform future policy making, planning and budgeting; and
- (vi) Annual sector/thematic area progress report

## **7.0 Membership and leadership**

- 7.1 Joint Sector and Thematic Area Working Groups are made up of both Government and DP sector and thematic area working groups as well as non-state actors. On the Government side, this includes all MDAs that constitute a sector or thematic area, including a lead MDA and a deputy lead MDA to support the lead. On the DP side, membership involves lead and active Partners. Non-state actors should have a similar arrangement.
- 7.2 The Joint Working Groups are chaired by the Government sector or thematic area lead, who has the following responsibilities:
- (i) Call for and organise meetings with the help of a Secretariat, if needed;
  - (ii) Ensure that meetings take place regularly as scheduled;
  - (iii) Ensure that sector / thematic area meetings have optimal Government participation;
  - (iv) Coordinate and facilitate members' contributions to sector / thematic area dialogue;
  - (v) Oversee and coordinate sector/thematic area work plan implementation;
  - (vi) Serve as focal point for Government members to communicate with DPs through the DP lead;

- (vii) Represent, together with the deputy lead MDA and the lead DP, the sector / thematic area in the relevant CWG ;
  - (viii) Maintain all relevant sector / thematic area information and share it with other stakeholders.
- 7.3 Within the joint working group, the sector/thematic area lead DP has the following responsibilities:
- (i) Ensure that sector / thematic area meetings have optimal DP participation;
  - (ii) Serve as focal point for DP members to communicate with the Government side through the Government lead;
  - (iii) Communicate, together with the Government lead, on behalf of the sector / thematic area with the CWG and attend CWG meetings; and
  - (iv) Maintain all relevant sector / thematic area information from DP members and share it with other stakeholders.

**8.0 Participation in the annual review event:**

The annual review event is attended by a wide range of stakeholders, not only working group members, but also other MDAs, Regions, LGAs, delegating Partners, and a broader range of non-state actors.

**9.0 Meeting schedule**

6.1 Joint Sector and Thematic Area Working Groups aim to meet once a month (proposed for Tuesdays in the first week of the month, followed by CWG meetings in the second week and the MKUKUTA-PER Main meeting in the third week). However, meetings may be more or less frequent at different times of the annual budget cycle, depending on the agenda and required outputs. In order to allow for productive meetings with minimal transaction costs, they should be focused and well prepared and organised. The latter includes the circulation of all necessary documents well in advance of the meeting and sufficient advance confirmation of meeting dates and times. Keeping the meeting at the same day of the week and the same time may help to facilitate meeting regularity and predictability with advance planning for it. It is also important that meeting participants are well informed when coming to a meeting and able to represent their organisation appropriately with valid contributions.

6.2 The annual review event is recommended to take place in August/September in order to be able to feed into CWG progress reports, the MKUKUTA Annual Implementation Report, the MKUKUTA-PER Annual Review and the GBS Annual Review meetings in October, as well as the Budget Guidelines preparation.

## **10.0 Relationship to Cluster Working Groups**

10.1 In carrying out their activities, joint sector and thematic area working groups focus on the achievement of goals and outcomes of the main cluster to which their sector/thematic area belongs as well as on the contribution to goals and outcomes in the other two clusters. They take into account inter-linkages with other sectors / thematic areas in their cluster as well as with sectors/thematic areas in the other clusters.

10.2 Specifically, joint sector / thematic area working groups will:

- (i) Report on sector/thematic area performance to CWG through the Government sector / thematic area lead;
- (ii) Feed analysis and recommendations into CWG; and
- (iii) Receive and consider feedback from CWG