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UNDP IN THE UNITED REPUBLIC OF TANZANIA

The United Republic of Tanzania is a stable, peaceful, parliamentary democracy, with a growing economy and rich natural resources. It remains one of the poorest countries in the world, however, and made uneven progress towards the Millennium Development Goals (MDGs).

UNDP has provided assistance related to democratic

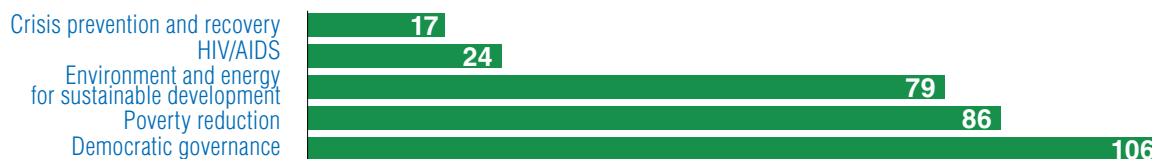
governance, capacity development, private sector development and trade, HIV/AIDS, crisis prevention and recovery, the environment and natural resource management, and energy and climate change. The Independent Evaluation Office of UNDP conducted an independent country programme evaluation that covered UNDP work from 2007 to 2015.

TOTAL PROGRAMME EXPENDITURE, 2007-2014: \$240 MILLION

FUNDING SOURCES, 2007-2014



PROGRAMME EXPENDITURE BY THEMATIC AREA, 2007-2013 (\$ MILLIONS)



FINDINGS AND CONCLUSIONS

UNDP has served as a critical member of the UN team in Tanzania, which has collectively supported the Government in achieving its development objectives. All UNDP programmes reflected the aspirations set out in UN and national development frameworks as well as the MDGs; UNDP responded as well to emerging needs. This was demonstrated by support to Big Results Now, an initiative developed to fill gaps in existing strategies in the key sectors of energy and natural gas, agriculture, water, education, transport and resource mobilization,

Through its strong relationship with the Government, UNDP established a solid foundation for supporting the country in achieving its national development objectives and the MDGs, and promoting values that advance human development. This relationship was essential in navigating discussions of sensitive issues among policymakers, such as on strengthened anti-corruption efforts, and accelerated achievement of the MDGs by supporting gender and human rights.

Capacity-building was embedded in all programme areas. This involved individual skills and knowledge building through training and workshops, training of trainers, and financial support to place UN Volunteers in important positions with partner institutions. Given institutional weaknesses, the use of the national implementation modality in many projects was appropriate, particularly in Zanzibar, where both financial and

human resources were limited in all clusters. Through careful identification of sectoral ‘catalysts’, national implementing partners were in the driver’s seat, which promoted their ownership of processes and results.

UNDP particularly helped to strengthen national partners’ abilities to formulate sector-specific policies, including on climate change, disaster management and trade integration. It helped improve handling of organizational mandates, such as for the National Electoral Commission and Zanzibar Electoral Commission in delivering successful elections; the Attorney General’s Chamber in negotiating and regulating investment contracts in extractive industries; and the Ministry of Finance in improving aid coordination and management.

While elements of institutional capacity have been put in place, they are a means more than an end, and need to be continued and scaled up. Sustainability remained a concern in many programme areas. The reasons included structural weaknesses of institutions; competing mandates and strategies; project designs that lacked strategies for following and scaling up activities after project completion; and uncertainty about how positions staffed by UN Volunteers would be filled in the long term.

UNDP contributed to gender equality and women’s empowerment through the UN inter-agency group on gender. The group developed tools such as a checklist for gender mainstreaming for all UN thematic programme

working groups, which helped raise awareness about the need for consciously reflecting gender in programmes. In UNDP programmes, attention to gender was prominent in work on governance, but was limited overall. More attention was needed in the project appraisal process; setting gender-responsive indicators and strategies in project documents; and ensuring equal project participation and benefit-sharing among women and men.

In general, projects in all programme areas were efficient when thorough preparatory efforts were made before they were designed. Also important were synergies across projects and programme areas, which led to mutual reinforcement of objectives and means of implementation. Efficiency could have been greater, however, with critical issues arising around the timeliness of project start-ups; project oversight and reporting; stakeholder communication and transparency; and both the sufficiency and timeliness of funds disbursements.

Under the current UN Development Assistance Plan (UNDAP), each UN programme working group is expected to report outcome-level results, but very few reports were available at the time of the evaluation to systematically document UNDP's progress and achievements. Other challenges in assessing performance included the lack of consistency in the descriptions of outcomes, outputs and indicators across programmatic documents, and the lack of clarity in the assignment of projects to each of the outcomes. With high staff turnover in the country office during the implementation of its Transformation Plan, limited data were available from

the previous programme cycle. Knowledge management practices were relatively weak.

UNDP leveraged networks with external partners to meet its needs and implement programmes. It effectively used partnerships with professional networks in specific sectors, for example, for private sector development initiatives. Partnerships with non-State actors such as civil society and academic institutions backed implementation of projects on HIV/AIDS and the environment and climate change. Some collaborations did not fully materialize, however, such as efforts to involve civil society and the media in anti-corruption work. Consultation with development partners, including donors, during project design appeared limited, resulting in missed opportunities for engagement.

Exchange programmes and joint studies prominent in some programmes helped produce tangible results. South-South cooperation supported preparation of the Five-year Development Plan, integration of a budget system in the aid management platform and legal reform for anti-corruption work.

UNDP offers a number of comparative advantages in Tanzania. It has a long track record in facilitating policy-level discussions, strengthening institutional capacities, and forging relationships with technical partners and external networks. Moving forward, to further assist the country in overcoming capacity constraints that limit the translation of development goals into results, UNDP can strengthen how it works with development partners, aiming in particular for more programmatic synergy.

RECOMMENDATIONS

- UNDP, with its strong partnership with the Government, is in a unique position to galvanize development efforts in Tanzania. UNDP should leverage this strength to continue developing its programmes based on national development needs and on its own mandates.
- To fully exercise Delivering as One, UNDP should strengthen its engagement with other development partners, including donors and UN agencies.
- While results of the UNDAP outcomes are collectively reported at UN level, UNDP should also strengthen its internal practice of clearly demonstrating its programme performance and results.
- Following the favourable results achieved in the internal gender exercise, the country office should continue with gender mainstreaming efforts and ensure full integration of gender equality and women's empowerment components in all its programmes.
- For current and future projects, UNDP should work urgently to resolve the key efficiency issues identified in this evaluation and to establish a sustainability plan for projects implemented through the national implementation modality.

ABOUT THE ICPEs

Independent country programme evaluations (ICPEs) are the backbone of the work of the Independent Evaluation Office. They capture evidence of UNDP's contributions to development results and the effectiveness of strategies supporting national development. They enable continued improvement in UNDP programmes, contribute to strengthened national ownership and evaluation capacity, and underpin accountability to national stakeholders and UNDP's Executive Board. To date, over 100 ICPEs have been conducted worldwide.

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