

Evaluation Title: Final Evaluation Report

Thematic evaluation of UNDP's contribution to Gender Equality and Women's Empowerment at mid-term stage of implementation of the Country Programme Document 2016 – 2021

Type of Evaluation: Mid-term -Independent Evaluation

Commissioning Organization: UNDP Country Office

Country Tanzania

Date of the Evaluation: 15 October -30 November 2018

**Evaluation Team: Ms. Grace Achieng Okonji
International Evaluator
and
Ms. Kokuteta Baregu Mutembei
National Consultant**

Evaluation Manager: Mr. Amon Manyama

Acknowledgements

The evaluation team would like to thank the many people who kindly gave their time during interviews including the government, private sector both in Zanzibar and Tanzania Mainland, as well as those people who provided useful inputs to the evaluation either in person or through telephone interviews. Special appreciation to members of the UN agencies who made themselves readily available for discussion and shared their insightful views on the collaboration with UNDP.

Special appreciation to the UNDP country office staff with leadership of the country director for providing initial participatory self-assessment that provided foundation for validation with partners as well as availing themselves for interviews on UNDP positioning to deliver on GEWE. The mid-term review reference group provided invaluable support to the process. The team appreciates the excellent organization and management of the evaluation by the UNDP country team and the provision of relevant documents in a timely manner.

Evaluation Team (See Annex 8 for Profile of team):

Ms. Grace Achieng Okonji – International Evaluator

And

Ms. Kokuteta Baregu Mutembei- National Consultant

Contents

Acknowledgements	ii
List of Tables	iv
Acronyms	v
Glossary	vi
Executive Summary	vii
1.0: Introduction	1
1.1. Background	1
1.2 Description of GEWE Thematic Area in CPD	1
1.3 The Context for GEWE	1
1.4 Evaluation Purpose, Scope and Objectives	4
1.4.1 Purpose of the Evaluation	4
1.4.2 Evaluation Objectives and Scope	4
1.5 Evaluation Approach and Methods	5
1.5.1 Theory of Change Approach	5
1.5.2 Evaluation Criteria	5
1.5.3 Sources of Information	5
1.5.4 Data Analysis	6
1.5.5 Standards of Measure	6
1.5.6 Evaluation Ethics and Standards	7
1.5.7 Limitations	7
2.0: Key Findings	7
2.1 Relevance	7
2.2 UNDP Strategic Position to advance GEWE	10
2.3 Effectiveness	13
2.3.1 Effectiveness of CPD Strategies and Approaches	13
2.3.2 Effectiveness of Gender Mainstreaming Across Outcomes	21
2.3.3 Assessment of GEWE Results of Outcome 1	22
2.3.4 Assessment of GEWE Results of Outcome 2	28
2.3.5 Assessment of GEWE Results of Outcome 3	34
2.4 Efficiency	39
2.5 Sustainability	41
3.0: Conclusions, Lessons Learned and Recommendations	43

3.1 Conclusion	43
3.2 Lessons Learned	44
3.3 Recommendations	46
Annexes	50
Annex 1: Terms of Reference	50
Annex 2: Results and Resources Framework (2016-2021)	62
Annex 3: Evaluation Matrix	68
Annex 4: List of People Met	72
Annex 5: Interview Tools	74
Annex 6: Self-Assessment Tool for UNDP Programme staff	77
Annex 7: Documents Reviewed	82
Annex 8: Profile of Evaluators	83

List of Tables

Table 1 Scoring Guide	6
Table 2: Gender Marker Expenditure by Outcome and Year	16
Table 3: Performance of Outcome 1 on GEWE Results	23
Table 4: Performance of Outcome 2 on GEWE Results	28
Table 5: Performance of Outcome 3 on GEWE Results	34
Table 6: Recommended Actions for GEWE at Mid-Term	46

Acronyms

CO	Country Office	ROAR	Results Oriented Annual Report
CSO	Civil Society Organisations	SADC	Southern Africa Development Community
CEDAW	Convention on Elimination of all forms of Discrimination Against Women	TGNP	Tanzania Gender Networking Programme
DCF	Development Cooperation Framework	TOR	Terms of Reference
FYDP	Five-Year Development Plan	TWPG	Tanzania Women Parliamentary Groups
GES	Gender Equality Strategy	TASAF	Tanzania Social Action Fund
		UNDP	United Nations Development Programme
GEWE	Gender Equality and Women's Empowerment	UNFAO	UN Food and Agriculture Organisation
LGA	Local government authority	UNDAP	United Nations Development Assistance Plan
M&E	Monitoring and Evaluation	UNICEF	United Nations Children's Fund
MoHCDGEC	Ministry of Health, Community Development, Gender, Elderly and Children	UNEG	United Nations Evaluation Group
MDA	Ministries, departments and agencies	UNEP	United Nations Environment Programme
MKUKUTA	National Strategy for Growth and Reduction of Poverty	UNFPA	United Nations Population Fund
MKUZA	Zanzibar Strategy for Growth and Reduction of Poverty	UN Women	UN Entity on Gender Equality and Empowerment of Women
NGO	Non-Governmental Organization	VAWC	Violence Against Women and Children
ODA	Official development assistance		
PSSN	Productive Social Safety Nets		

Glossary

Focal point Teams	Multidisciplinary gender focal teams led by senior management (deputy resident representative/country director). These teams will bring together operations and programme staff to ensure gender mainstreaming in the programme portfolio; monitor and evaluate gender equality results; and address institutional issues including gender parity, enabling environment and gender-sensitive communications.
Gender analysis	Gender: The socially constructed roles and relationships, personality traits, attitudes, behaviors, values, relative power and influence that society ascribes to the two sexes on a differential basis. Gender is relational and refers not simply to women or men but to the relationship between them.
	The study of differences in conditions, needs, participation rates, access to resources, control of assets, decision-making powers, etc. - between women and men in their assigned gender roles.
Gender audit	The analysis and evaluation of policies, programmes and institutions in terms of how well they apply gender-related criteria.
Gender budgeting	Gender-based assessment of budgets, incorporating a gender perspective at all levels of the budgetary process and restructuring revenues in order to promote gender equality.
Gender Equality	Gender equality entails the concept that all human beings, both women and men, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally.
Gender gap	A specific difference or inequality between girls and boys, or men and women in relation to their conditions, or how they access or benefit from a resource (e.g. men's and women's access to health services, school drop-out rates of girls and boys).
Gender blind	Unaware of gender concepts and the impact that they have on life experiences and outcomes for girls and boys, men and women.
Gender sensitive	Properly aware of the different needs, roles, responsibilities of men and women. Understands that these differences can result in difference for women and men in: Access to and control over resources; Level of participation in and benefit from resources and development.
Gender responsive	Aware of gender concepts, disparities and their causes, and takes action to address and overcome gender-based inequalities.
Gender Mainstreaming	The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres.
Sex-disaggregated data	The collection and separation of data and statistical information by sex to enable comparative analysis; sometimes referred to as gender-disaggregated statistics.
Women's empowerment	The empowerment of women concerns women gaining power and control over their own lives. It constitutes an important part of the efforts to bring about equal opportunities for men and women and involves awareness raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality.

Executive Summary

This is a report of the thematic evaluation of United Nations Development Programme (UNDP), United Republic of Tanzania, contributions to gender equality and women's empowerment (GEWE) at mid-term stage of implementation of the Country Programme Document (CPD), 2016 – 2021. (See Annex 1 for Terms of Reference).

Key Findings

Relevance (SCORE=B) -Good progress with moderate areas of improvement

The alignment between the CPD and the national development priorities for GEWE exceeds expectations and is thus rated as being highly relevant. The CPD was aligned to national priorities, aligned to corporate priorities; respond directly to the acute and important needs of Tanzania women and men. The requirement by UNDP that GEWE must be mainstreamed in outcomes and related projects was well appreciated by implementing partners. There is continued relevance to emerging issues such as Sustainable Development Goals (SDGs), FYDP and new UNDP corporate strategies.

UNDP Strategic Position to advance GEWE (SCORE=B)- Good progress with moderate areas of improvement

UNDP's commitment, comparative strength and value added contributed effectively to positive results in GEWE. The Gender Equality Seal certification for the CO has been an important catalyst for change and the UNDP CO Gender Equality Strategy was a significant step forward with regard to providing guidance on gender mainstreaming and programming. There is mutual reinforcing mainstreaming of gender in both programmatic results and in institutional systems and processes, a focus on learning, a long history of working on GEWE issues, investment of resources through the gender marker, and a functional cross-unit gender focal team. However, improvements are still required in some aspects such as knowledge management and continuous capacity development.

Effectiveness (SCORE=B)- Good progress with moderate areas of improvement

- i. Evaluation revealed a strong focus on gender mainstreaming in the CPD/RRF planning stage. The Strategies and approaches used by UNDP CO have been effective and appropriate but needs consistency and timely application to be effective.
- ii. UNDP is cognizant that work on gender equality is not cheap and gender-responsive interventions require dedicated and adequate financial resources and efforts. As a mandatory requirement during budget submissions the gender marker has become an important driver of promoting reporting on gender equality. Financial allocations for UNDP supported programmes through the gender marker has improved. However, the evaluation finds a notable challenge with the gender marker that it represents intentions at the project/outcome design stage and does not link these directly to results achieved. It does not systematically and continuously track the quality or type of gender results.
- iii. Gender statistics, sex disaggregated data or gender research is an important aspect of gender mainstreaming. UNDP has provided substantive support to government to generate gender responsive national level gender statistics but improvements are needed in mapping gender statistics at CPD level for monitoring its contribution.
- iv. UNDP has made progress to move training to a level beyond just numbers in a classroom workshop to greater focus on "how to" mainstream that is related to the job function. This was well appreciated and more effective when used. Implementing partners would like to see more of this type of training.

In some cases the evaluation found that capacity building through training has too often been seen as 50% quota to be achieved in terms of women versus men beneficiaries.

- v. UNDP has made progress in mainstreaming gender across all outcomes with results emerging in line within the Theory of Change. UNDP anchored its support on policy development, capacity-building activities and more downstream interventions to achieve tangible results for women even as challenges remain and successful efforts need to be up-scaled and strengthened that also include men. An important contributor to progress has been the marked visibility of gender in the CPD outputs and indicators as well as in projects accompanied by steady commitment by both UNDP and implementing partners, investment of resources through the gender equality marker and capacity development.

Efficiency (SCORE=B) - Good progress with moderate areas of improvement

Efficiency is not just about timely delivery of resources but also the appreciation that UNDP intervention led to reduced time burden of women to fetch water and firewood. The findings of the study on 'Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania' is a good indicator that projects funded by UNDP can be cost effective; value for money could be enhanced by strengthening marketing and reducing time taken to get perishable products to the market. While value for money agenda is not just about cutting costs, cost saving measures are noted in the approaches used with less classroom and more practical onsite training. UN Joint programmes are appreciated as efficient.

Sustainability (SCORE=B) - Good progress with moderate areas of improvement

Sustainability involved assessing the likelihood that results of UNDP interventions will continue to be enjoyed by men and women in the long term and that gender issues mainstreamed therein will be sustained. Gender mainstreaming cuts across three outcomes and many sectors, it is therefore difficult to make an aggregated opinion of sustainability while at the same time being objective. However commitment by the Government and some interventions by the UNDP are showing potential for sustainability. At the level of results, there is evidence that women taking cases of SGBV to courts and demanding their rights can be sustained even when funding ceases. Strengthening of the competencies of individual women group members and community members and the knowledge base on farming technology, empowering women for nature based enterprises through environmental management will continue to be utilised in their enterprises.

Summary of Conclusions Lessons Learned and Recommendations

Conclusions

a) UNDP Positioning

Senior Management and staff are committed and receptive to gender mainstreaming. Some valuable groundwork and foundations have been laid. UNDP built strong foundation for gender mainstreaming through planning processes such as: developing gender equality strategy; gender seal action plan; while such processes are important they are the means to achieve gender equality results rather than results themselves. Balance is needed to implement the gender seal action plan and devote more time to gender responsive results. The gender equality seal is an effective tool to help the CO fine-tune strategies, identify and address gaps and challenges, document innovations and showcase the impacts of interventions for gender equality.

b) Effectiveness

UNDP found a balance to deliver on soft support (mainstreaming in policy, plans) and hard issues – economic empowerment, livelihood support, provision of equipment such as solar pump and drilling water. The latter have potential to directly change lives. UNDP projects/outputs have provided a strong foundation for the women groups and communities in income generating activities. The projects/outputs have contributed to women’s economic empowerment in a tangible manner and it has strengthened the ownership and confidence in undertaking viable economic development activities but the scale is still small and emerging.

There remains a significant capacity deficit for use of sex-disaggregated data and gender analysis to inform results on a routine basis to identify different experiences, priorities and needs in relation to the design and results of outputs/outcome.

Partnerships among the UN for Delivering as One (DaO) for GEWE are appreciated by stakeholders. UNDP’s support has been strategic and expanded its gender equality support beyond the traditional gender machinery by working with key Ministry of Finance and Planning; Ministry of Water and Irrigation in strengthening accountability for gender results through capacity of institutions.

c) Efficiency

Projects led to women’s empowerment and participation in leadership positions; women are now perceived as self-reliant and hard working. In some cases the projects led to reduction in cases of GBV. Women are now allowed to attend women's groups; most people appreciate the programme due to noted benefits; etc. All of these are results that contribute to improving the cost effectiveness of the projects.

d) Sustainability

The UNDP has worked with the host government to ensure strong ownership and leadership of the programme both at national and local levels. This ownership is strong and creates an unquestionable level of durability of the effects. The strong leadership and ownership is a key barometer for reasonable handover to the host country. The activities supported by the outcomes were complementing what the districts were supposed to be doing.

e) Lessons Learned

- i. Advancing gender equality at national level is the product of a complex web of forces and cannot be addressed by isolated interventions by UNDP or Government Institutions alone. UNDP’s intervention is just one element in the mix of factors that influence change on national indicators such as Indicator 1.2: percentage of women of voting age who are registered to vote and ratio of women to men participating as candidates in general elections and the UNDP is only a small lever of change. Therefore, CPD design set higher level national indicators that could only show its intermediary contribution as change progresses from outputs to outcomes. The complexity is that achieving these gender responsive results requires multiple actions and actors such as women's participation in elections, legal instruments, women's advocacy, changing social norms and economic empowerment and introduction of gender quota.
- ii. In supporting development of gender responsive policies, UNDP may not have control of the process and the timing to be able to achieve the outcomes within a five-year CPD.

- iii. Furthermore, GEWE initiatives are dealing with social norms and entrenched behaviour at national or local levels that require UNDP to deal with any emerging drawbacks. Advancing GEWE means dealing with institutionalised practices and normalised conduct.

f) Recommendations

Recommendations for UNDP Strategic Position to advance GEWE

The following recommendations cut across Tanzania mainland and Zanzibar.

1. The CO need to aim at 'Going for gold' certification. The gender equality seal is available for regular monitoring hence the CO needs to undertake periodic internal assessment to stay on course. The CO can learn from reports of those countries that were certified gold to improve on weaknesses. The country office should continue with gender mainstreaming efforts and ensure full integration of GEWE components in all its programmes. Specifically:
 - i. Revise the CO GES and CO Gender Seal Action Plan to accommodate actions required from the Corporate GES as well as the recommendations from this evaluation and agree on who will take action by when and cost implications.
 - ii. Partnerships: Continue to translate into action at country level, the common chapter in the corporate Strategic Plan of four agencies, UNDP, UN Women, UNICEF and UNFPA;
 - iii. Consider recruitment of dedicated gender specialist/analyst.
 - iv. The area of knowledge management is critical for gender equality. Any future CO communication plan/strategy should integrate how it will effectively communicating gender equality results for UNDP and provide guidance on gender sensitive language. Documentation of gender results should be regular and not wait for ROAR - Consistently disseminate GEWE good practices across CO staff, UNCT, partners. For example, there is need to document and disseminate widely on how women as well as men have addressed challenge related to climate change.
 - v. Ensure Staff are constantly updated on channels of reporting sexual exploitation and abuse including the planned establishment of a free, 24-hour, international and confidential helpline by UNDP New York.
 - vi. In DaO, the CO should continue strengthening staff capacity and add value to gender mainstreaming in outcomes by making good use of other UN agency specific tools and courses for GEWE. (see link <https://trainingcentre.unwomen.org/course/index.php?categoryid=1>)

Recommendations for Effectiveness of CPD strategies

1. Mainstream gender analysis in design, implementation and monitoring. Pay more attention to timely gender analysis of projects being formulated during the remainder of the CPD period and where there are gaps ensure gender analysis is completed during implementation.
2. Map out gender statistics required for monitoring GEWE contributions to the CPD and compile in a systematic and consolidated manner to give the big picture at outcome level and not just limited to project level.
3. Gender Marker requires continuous learning by new programme staff. The CO need to consistently and periodically update the coding for any changes taking place during implementation as well as during closure of projects.
4. Improve the way gender results are captured - Make effort to disaggregate results by sex beyond counting numbers or percent of male and female and showing gender responsive change. Include

qualitative results where progress has been made in changing gender roles, social norms and gender social relations. There is room for improvement and going beyond numbers and addressing whose capacity changed at the level of an entity, organization, group or system and what capacity changed;

5. The UNDP should consistently address interventions linked to reducing impact of social cultural practices that hamper progress on gender equality- strengthen partnerships and collaboration with custodians of culture such as traditional and religious leaders both in mainland and Zanzibar.
6. Continue to balance dual approach of gender mainstreaming and gender specific: Enlist men as agents of change for and champions of gender equality- Gender mainstreaming implies including women, but does not imply excluding men. Gender analysis is needed to inform any programming design process to identify any male-based gender issues that make men and boys particularly vulnerable in a given context, as well as ways to engage men and boys as actors to promote and support increased gender equality. Involve men and boys in efforts to remove gender-based barriers and strengthen gender results as opposed to women only results except where inequalities are more glaring for women.

Recommendations specific to outcome 1

1. It is pertinent that mainstreaming is strengthened at the local government level to ensure adequate provision of financial and human resources for planning and implementation of GEWE results;
2. The planning-budget interface will require partnerships be strengthened with UN Women who indicate that they are already working on the gender responsive budgets.
3. Timing of engagement in the National Budget process is crucial to determine entry point for gender budget allocation that is linked to plans. UNDP support for Gender Responsive Budgeting tools are being developed for the National Assembly to assist in gendered budget analysis and training for selected committees. This should be strengthened as committees play critical role in approving budgets.
4. Timing of gender mainstreaming is key in achieving results in policy formulation. This is important for gender mainstreaming in the upcoming social development policy not to be an “add on” exercise. Mainstreaming in ‘where the river is flowing’ is an opportunity for UNDP that improves relevance. Hence, UNDP need to be strategic and use the draft social protection framework in place to inform the policy development.
5. The UNDP CO should ideally be aware of which policies, plans or strategies are in the pipeline within the CPD period and identify where it wants to make a difference. In the absence of this, ad hoc or ‘add on’ response to gender mainstreaming without gender analysis could be the norm that also makes it difficult to hold UNDP accountable.
6. Economic empowerment focusing on expanding the reach and financial base through micro-finance has not been fully exploited and could be prioritised. The Continuous linkages between business enterprises, finance and access to markets needs to be up scaled and sustained.
7. It is not clear how women entrepreneurs are learning from each other. UNDP should encourage mentorship programmes for entrepreneurs across regions and districts to open space for entrepreneurs to learn from one another, example on how to use energy saving stoves, beehives, solar pump.
8. Achieving GEWE has to be strategic and framed within a broader rapid assessment of markets to strengthen market linkages for the women groups based on production of what would likely be on high demand, study possible risks that perishable agricultural produce are exposed to and integrate

marketing and value addition into the design. A clear plan for value addition and marketing is required at the beginning of the project.

9. Ensure the implementation/practical use of the numerous studies focusing on GEWE under outcome 2.
10. Global Compact: There is need to share practices from different countries on experiences of implementation on how to integrate gender equality and gender empowerment in global compact. Currently, UN is already negotiating with some of the partners (Alpha Associates and ATE) on how they can share the best practices.
11. Continued support from UNDP and other UN sister agencies should be ensured to strengthen institutional capacity of TASAF for gender mainstreaming, including how to address issues of cultural barriers to women's full participation in socio-economic activities; sensitize and build the capacity of TASAF staff and PSSN implementers at all levels in gender analysis and the application of gender mainstreaming tools and put in place gender mainstreaming systems and mechanisms in TASAF, including recruitment of Gender Specialist or appointment of Gender Focal Point with gender competencies. Part of this support to TASAF should be targeted at supporting the action plan on gender mainstreaming that is partly supported by Bill and Belinda Gates.

Recommendations for Outcome 2

1. Include gender indicators that address the strategic and other needs of women, girls, boys and men in the Log frame/projects which includes gender-disaggregated indicators.
2. Upscale energy efficient cooking techniques as they are more adaptable and there is evidence that this technology has been successfully applied in Tanzania compared to domestic biogas.
3. Ensure the implementation/practical use of the numerous studies focusing on GEWE under outcome 2.
4. As an exit strategy for the project, it is important to re-evaluate the sustainability of installation of solar energy.
5. While continuing to strengthen justice institutions, address demand for access to justice by women and men, particularly with regards to SGBV.
6. Design youth income generation activities that will attract girls and boys and at the same time protect the environment and biodiversity (depending on what is relevant for each of the sex). New opportunities such as support to promoting the domestication of the Africa Mining Vision (AMV) in Tanzania can be an avenue for youths to actively engage related activities in mining areas.

Recommendations for Outcome 3

1. Electoral process is a cycle, hence while a process should start to negotiate with the government for electoral support that will include implementation of gender specific indicators within the big picture of support to elections, UNDP has opportunity within the project for support to National Assembly to speed up gender mainstreaming and provide support to elected women. This requires speedy implementation of the gender audit and assessment of the National Assembly that was completed, along with a gender strategy and action plan as well as a HeforShe strategy. These components have negatively affected the rating for UNDP contribution to gender mainstreaming results within the National Assembly.
2. Undertake gender analysis of upcoming projects

- Anti-corruption and learn from the recommendations and management response of corporate evaluation of UNDP's contribution to anti- corruption and implement what is appropriate to Tanzania in addressing gender issues of anti-corruption
 - Undertake gender analysis of financing for GEWE as part of ODA project.
3. It is not enough to enact laws and have strong institutions. UNDP could support Tanzania efforts to strengthen women's access to justice in formal and informal Systems. This includes the promotion of the legal empowerment of women; and engagement of religious and traditional leaders on women's rights.

Recommendations for Efficiency and Sustainability

- i. Continuous investment should be dedicated to staff and partners training on "how to" thematic gender mainstreaming expertise beyond basic awareness. For example, in UNDP operations - how to mainstream gender in human resources, in procurement, in finance and others. A coherent programme approach to gender equality can be developed within each thematic area or sector of work. Training should move to the level of "how to" in thematic and customized areas such as gender mainstreaming in climate change; gender mainstreaming in elections; gender mainstreaming in poverty. These are more practical with greater benefits. Training should be followed up with assessments of effectiveness of application of skills, such as after training women in business what changed.
- ii. Replicate and scale-up the best practices and lessons learnt from the pilot project interventions (aquaculture, apiculture and biogas production).

1.0: Introduction

1.1. Background

This is a report of the thematic evaluation of United Nations Development Programme (UNDP), United Republic of Tanzania, contributions to gender equality and women's empowerment (GEWE) at **mid-term stage** of implementation of the Country Programme Document (CPD), 2016 – 2021. (See Annex 1 for Terms of Reference).

1.2 Description of GEWE Thematic Area in CPD

The UNDP Tanzania CPD 2016-2021 adopted a gender mainstreaming approach whereby, instead of having a standalone gender outcome, it was made a significant objective in the three outcomes. UNDP gender mainstreaming means supporting partners to develop, implement and assess all development efforts through a gender lens to ensure that they reduce, rather than exacerbate, gender inequalities in these areas.

The CPD Resources and Results Framework (RRF), Annex 2 has 3 outcomes which are similar to those in the United Nations Development Assistance Plan II (UNDAP II) to which UNDP contributes as part of Delivering as One (DaO). Progress in the CPD outcomes will automatically contribute to progress in the UNDAP II outcomes. The CPD intended to contribute to GEWE through mainstreaming in (i) outcome 1: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment; (ii) outcome 2: Improved environment, natural resources, climate change governance, energy access and disaster risk management; and (iii) outcome 3: National governance is more effective, transparent, accountable and inclusive.

The CPD Outcomes are to be achieved through 5 outputs and 10 indicators for outcome 1; 3 outputs and 10 indicators for outcome 2 and 5 outputs and 10 indicators for outcome 3. The statement of some outputs and some output indicators include explicit references to GEWE specific results and indicators, showing the benefits to be gained by women and men or male and female. Reference is made to relevant disaggregated data to be used in some aspects.

Achieving the outcomes is ultimately not the responsibility of the UNDP alone, but rather of the UNDP programme's implementing partners and stakeholders to achieve with the UNDP's support, hence, each outcome areas had several implementing partners and the evaluators have been able to interview some of them.

1.3 The Context for GEWE

i. Policies and Legal Frameworks

Gender equality commitments have been reflected in different types of government actions including legislation, policies and planning frameworks, as well as the establishment of national mechanisms on gender equality.

The Constitution of the United Republic of Tanzania (URT), 1977 includes a bill of rights which provides for the protection of human rights including prohibition of discrimination. Tanzania is party to the Convention on Elimination of All Forms of Discrimination against Women (CEDAW, 1979) which was ratified in 1985. In addition, URT has ratified other numerous international human rights conventions. In line with these commitments, discriminatory laws which are repugnant to the constitution are being reviewed through the National Legal Sector Reform programme, 2014-2022 and other platforms.

Situational changes over the CPD period has seen progress towards review of laws and policies. Tanzania has enacted the Legal Aid Act on 3rd March 2017. The Law is expected to regulate issues related to the provision of free legal aid and paralegals in the country. The Political Parties Act and Election Expenses Act were reviewed to improve gender responsive support to increase women's participation in the electoral processes. The National Gender and Development Policy 2000 and National Implementation Strategy for Gender and Development (2005) are also under review. Advocacy has been intensified to amend marriage act to increase age of marriage to 18 years.

A National Action Plan to end Violence against Women and Children (VAWC) was developed and allocated financial resources in the financial year 2017/18. There still persists gender inequality that is rooted in the patriarchal system that breeds gender-based violence (GBV), which is reinforced and perpetuated by negative traditional practices that continue to undermine the promotion of GEWE. GBV impacts on women's productivity, access to economic resources and services including HIV and reproductive health services.

In the Revolutionary Government of Zanzibar, policies on GEWE include the Child Survival Protection and Development Policy (2001), the Zanzibar Youth Development Policy (2005), and Youth Employment Action Plan (2007), Zanzibar Employment Policy (2007), the Education Policy (2006), and the Women Protection and Development Policy (2001).

The Second Five-Year Development Plan (FYDP II), 2016/17 – 2020/21 focuses on the theme of "Nurturing Industrialization for Economic Transformation and Human Development" which incorporates growth and transformation (FYDP I) and poverty reduction (MKUKUTA II). FYDP II also implements aspects of Tanzania's Development Vision (TDV) 2025 emphasizes on transformed into a middle income and semi industrialized nation by 2025.

The Five Year Development Plan (FYDP II) has incorporated commitments to enhance gender equity and has mainstreamed the GEWE related Sustainable Development Goals (SDGs). The plan acknowledges the following aspects:

- "Interventions to ensure gender balance are needed to unleash women's potentials to contribute to the envisaged social economic transformation; and more importantly as a matter of human rights"
- Government's intention to "enhancing gender equity through affirmative actions, as well as, in accordance with international commitments and existing policy and legal frameworks"
- Declaration that its results matrix "will establish baselines and set targets, disaggregated appropriately by gender, location, etc."

In addition, social protection is part of the larger agenda of FYDP II, in terms of reducing poverty; addressing social and economic risks, deprivation and vulnerability; protecting human rights and improving capabilities and labour market results.

ii. Women's Representation in Decision Making

Progress has been made in increasing the representation of women in Parliament, achieving gender parity at the primary level of education, increasing women's labour force participation, and extending life expectancy. However, marked disparities were recorded for the proportion of women in decision-making positions at the regional and local government levels, and in senior and middle management occupations, where men account for 82.6 percent of the positions compared to 17.4 percent of women.

After the General Elections in 2015, the total number of women members of parliament (MPs), including Special Seat MPs, is 139, representing 37 percent of the total number of MPs (National Electoral Commission, 2016). The numerical increase by 13 women (from 126 to 139) was an increase by 1% compared to the percentage of women in 2010, which was 36 percent. While Tanzania has achieved the set target of Southern Africa Development Community (SADC) and the legal standard of the 30 percent critical minority, this is still below the African Union Constituent target of 50/50 in legislation.

Although women in Tanzania constitute the majority of the voting population, 52.5% of the registered voters were women in the 2015 elections and only 29.6 percent of all registered voters were women aged 18 -35. (National Electoral Commission, 2016) It is acknowledged that women have remained a minority as contestants, candidates and as members of the representative organs of the state

iii. Gender Mainstreaming Capacity

The MoHCDGEC established gender focal persons in MDAs as well as Gender Macro Working Group to provide platform for gender policies discussion including gender mainstreaming in policies, programmes, plans and budget. A number of government officials have been trained specifically on gender mainstreaming although this has not been done for all regions in Tanzania.

iv. Access to financial Services and entrepreneurship services/opportunities

Women entrepreneurs struggle to access business development services. A recent study by Ministry of Energy and Mineral shows that in relation to the legal and regulatory system, the challenge is not in the laws themselves, but in making sure that women (and men) fully understand them and can utilize it for their benefit. The business sectors in which women predominate, e.g. service and retail, tend to attract less funding from the financial support sector, and women have greater problems in obtaining collateral. Women Entrepreneur Development (WED) indicates that the financial barrier to women includes women's inexperience of negotiating with banks and their lack of financial confidence to argue for what they are entitled to, both as clients and citizens in their own right.¹

v. Environment and natural resources

The Environmental Management Act No. 19 of 1983 established the National Environmental Management Council (NEMC) to oversee issues of environmental management. EMA 2004 also provides for a legal and institutional framework for sustainable management of the environment, prevention and control of pollution, waste management, environmental quality standards, and public participation in decision-making processes, environmental compliance, and enforcement.

Most women have limited access to safe drinking water and low-cost fuel. It is estimated that 89% of Tanzania's urban population can access safe drinking water, while 49% of the rural population has access to portable water from various sources such as boreholes and rivers. However, according to the National Water Policy of 2002, the government promises availability of clean and safe water within 300 meters from households in urban areas and 400 meters in rural areas.

Primary responsibility for water collection in Tanzania rests with women. Women are more involved in water collection and spend more time on this task than men do: about 76% of all adult women collected water in 2006 compared with only 33% of men. Again, the main responsibility for time-consuming and strenuous firewood collection rests with women. The government in its National Energy Framework acknowledges that millions of hours could be saved if there were improvements

¹ A recent report 'gender status in the Tanzania sustainable energy for all implementation frameworks', prepared by: national gender and sustainable energy network (NGSEN) in collaboration with ministry of energy and minerals (mem) with the support of ENERGIA and HIVOS of the Netherlands, August 2017.

in infrastructure involved in water collection, fuel collection and food preparation – time which could be spent on more productive work, or devoted to more rest and recreation.

1.4 Evaluation Purpose, Scope and Objectives

1.4.1 Purpose of the Evaluation

The purpose of this thematic evaluation is to assess UNDP's contributions to GEWE in Tanzania during the period of 2016 – 2018. It is also to assess the extent to which the gender mainstreaming strategy has been used in the CPD outcomes and how it has functioned to assist UNDP to achieve the gender intended results. The evaluation is to identify bottlenecks and lessons that can be applied in the programme outcomes to ensure that the gaps remaining are addressed in the period of 2019-2021 when the CPD comes to an end.

The intended users of the evaluation are: UNDP, Government of United Republic of Tanzania as owner of the projects implemented under the CPD, development partners of UNDP, UN sister agencies, Non-governmental organisations (NGOs), women's organisations, Civil Society Organisations (CSO) and project beneficiaries.

1.4.2 Evaluation Objectives and Scope

The specific objectives are as follows:

- i. Determine the extent to which the planned GEWE responsive outputs in the CPD outcomes have been achieved or are being achieved and the likelihood of being achieved by the end of 2021.
- ii. Assess the effectiveness, relevance, efficiency and sustainability of the GEWE results achieved;
- iii. Assess the adequacy of institutional change results in improving GEWE development results
- iv. Document lessons learnt from the implementation of the interventions
- v. Make recommendations for the UNDP for improving the achievement of its GEWE.

In order to meet the stated objectives and deliver the required results, the evaluation answered the following three key questions (detailed sub questions and supplementary questions are set in the evaluation matrix (Annex 3) :

- i. Has UNDP contributed to GEWE development results?
- ii. Has UNDP integrated gender mainstreaming in the design and implementation of the CPD at the policy, technical, and institutional levels during the period 2016 - 2018?
- iii. Where/how have UNDP's institutional changes (in particular the Gender Seal process) results been the most and least successful in improving GEWE development results?

The Scope of the evaluation covered the implementation period from the start of the project to date (2016-2018). It covers GEWE in the UNDP CPD which is designed to support three strategic and inter-related outcomes. Geographically, the evaluation is national in nature.

The evaluation has reviewed several projects that were carried forward from the previous CPD to 2017 and 2018. Some of these have been operationally closed and terminal evaluations undertaken but are still relevant for UNDP contribution to GEWE. Furthermore, review of evaluation reports for carry over projects reveal relevant findings, conclusions and recommendations that may inform the continued GEWE interventions in the CPD.

1.5 Evaluation Approach and Methods

1.5.1 Theory of Change Approach

The approach this mid-term evaluation has taken is based upon the Theory of Change (TOC), which is stated in the CPD document that “Addressing both poverty and environmental degradation through investment and better governance will empower women, disabled and youth and enhance their participation in economic, environmental and governance issues. With accountable and transparent governance serving as a binding thread for inclusive economic growth and sustainable environment management, the establishment of mechanisms for checks and balances will enhance the rule of law, accountability and the voice and participation of citizens in both economic and political decisions. The country programme will anchor its support on policy development, capacity building activities and more downstream interventions to achieve tangible results for women, youth and people with disabilities”.

The mid-term evaluation traces the causal linkages between outputs and related indicators as they contribute toward bringing about the positive changes in development outcomes or results that have occurred. It is noted that in some aspects, outputs contributing to outcomes may have performed well but it is possible that the ‘gender mainstreamed’ component within the output lagged behind or vice versa. Outcomes are changes in the performance of institutions, or in the behavior and attitude of individuals and groups to which the UNDP has contributed.

The assessment ‘situates’ gender in the mainstream to investigate what a gender mainstreamed country programme would look like and focus on the incremental and substantive nature of the contributions being made by various projects/programmes towards outcomes. (See Box 1 under effectiveness)

1.5.2 Evaluation Criteria

The mid-term evaluation applied the four organization for economic and cooperation in development/development assistance committee (OECD/DAC) evaluation criteria:

- i. Relevance: The extent to which the outcome is consistent with the evolving needs and priorities of men and women as beneficiaries, partners, and stakeholders and the context.
- ii. Effectiveness: The extent to which GEWE intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.
- iii. Efficiency: A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.
- iv. Sustainability: The continuation of benefits from the intervention after major development assistance has ceased. The ability of key stakeholders to sustain intervention benefits – after the cessation of donor funding – with efforts that use locally available resources and capacities.

1.5.3 Sources of Information

The mid-term evaluation used secondary data collection and primary data collection. Primary data collection involved interviews and focus group discussions conducted during October 17-30, through face to face, skype and teleconference. (See Annex 4) for list of people interviewed). The interviews were performed using semi-structured questionnaires (see Annex 5).

The persons interviewed were chosen because they were knowledgeable about the CPD, outputs/outcomes, projects or aspect(s) of it, either through direct involvement or witnessing implementation of project activities. Focused group interviews were held with UNDP programme staff by each outcome area for self and participatory assessment of progress for each output and factors contributing to success. This was based on self-assessment questionnaire distributed prior to

the meeting (See Annex 6). Progress for each output was graded as achieved, on course and not achieved in a participatory process with programme teams. This formed the basis for validation with stakeholders during interviews and subsequent score by the evaluators.

Secondary data involved thorough document review, drawing on a multiplicity of sources. The document review ensured the evaluation team was familiar with the document landscape of the CPD and related projects. It entailed the review of the results oriented annual reports, project documents, progress reports the CPD 2016-2021 and the UNDP II, the gender seal process, gender seal action plan. (See Annex 7 for list of documents).

1.5.4 Data Analysis

Triangulation/cross-checking of information (perceptions, documents and validations) and data sources constituted the primary methodology for the analysis to increase the credibility and validity of the results and to minimize any bias. Critical in the analysis was what to look for as indicators/success standards for each of the questions under each evaluation Criteria. Analysis of information and data occurred throughout the data collection period/phase. An analysis was undertaken which includes an assessment of what the information is saying about each of the evaluation criteria and related questions. As the starting point for its investigation, analysis used stakeholders and evaluators understanding of the CPD theory of change - What was the contribution of UNDP and others to the change? What makes change happen or not happen and factors that undermine the envisaged results.

The analysis assessed combination of implementation strategies and approaches that were used to contribute to the changes towards the outputs/outcome. In reality, multiple implementation strategies are combined to achieve the outcomes. In addition, assessment was undertaken of internal UNDP position to advance GEWE.

1.5.5 Standards of Measure

The evaluation has used both UNDP available tools such as the gender equality marker and the gender equality seal to assess strategic position of UNDP to advance GEWE. The four evaluation criteria: relevance, effectiveness, efficiency and sustainability are measured on a four point rating scale as presented in Table.1

Table 1 Scoring Guide

Score	Evaluation Standard	Gender mainstreaming Description
A	Very good progress – meeting expectation.	Gender analysis, outputs and indicators are substantially meeting or exceeding expectation in mainstreaming GEWE in CPD and related projects from design to implementation and Monitoring and evaluation.
B	Good progress with moderate areas of improvement	Gender analysis, outputs and indicators moderately meeting mainstreaming GEWE in CPD and related projects from design to implementation and Monitoring and evaluation.
C	Satisfactory with some notable changes required	Gender analysis, outputs and indicators not fully meeting expectations- not fully mainstreamed GEWE in CPD and related projects from design to implementation and Monitoring and evaluation.
D	Serious deficiency with significant changes required	Gender analysis, outputs and indicators substantially did not meet expectation – did not mainstream GEWE in CPD and related projects from design to implementation and Monitoring and evaluation.

1.5.6 Evaluation Ethics and Standards

The evaluation was carried out in adherence with the OECD/DAC Evaluation Quality Standard and the principles outlined in both Norms and Standards for Evaluation in the UN System by the United Nations Evaluation Group (UNEG). The evaluators have read the Norms and Standards and the guidelines to ensure a strict adherence to it, including established protocols to safeguard confidentiality of information obtained during the evaluation.

1.5.7 Limitations

- i. In order to understand the relevance, effectiveness and efficiency of the projects from the perspective of primary beneficiaries, the evaluators would have wanted to visit groups of women and men who have been involved with the outcomes. This was not possible due to distances. A visit to the districts/rural communities would have added voices of men/women reached and how the UNDP's interventions is changing lives of people at community level. However, the evaluation has triangulated the benefits at the community level through documents review, particularly evaluation reports and assessments that interviewed women and men, through interviews with UNDP programme staff and through interviews with implementing partners.
- ii. Available gender statistics, sex disaggregated data specific to CPD is a challenge. The mid-term evaluation found it a challenge to get the overview picture of CPD contribution in terms of number of women with increased entrepreneurship and livelihood skills; number of women's enterprises benefiting from increased income and market access; number of women in the targeted districts benefiting from climate change initiatives and many others. The limitation has been overcome by using qualitative methods to triangulate information.
- iii. The CPD Theory of change did not identify any assumptions or risks and mitigating factors which can explain the judgements made. In addressing GEWE there are risks that do impede progress such as limited financing for projects and GEWE component; data unavailability; inadequate capacity and weak partnerships. Some projects created their own Theory of Change and risks and mitigating factors. In the absence of mitigating factors, the evaluators have converted these to notable challenges/bottlenecks.

2.0: Key Findings

This section presents the findings of the mid-term evaluation organised around the following topics:

- i. Relevance;
- ii. UNDP strategic position to advance GEWE;
- iii. Effectiveness of strategies and approaches;
- iv. Effectiveness of gender mainstreaming in outcomes;
- v. Efficiency;
- vi. Sustainability.

2.1 Relevance

SCORE=B - Good progress with moderate areas of improvement

Finding 1: The alignment between the CPD and the national development priorities for GEWE exceeds expectations and is thus rated as being highly relevant. The CPD was aligned to national

priorities, aligned to corporate priorities; respond directly to the acute and important needs of Tanzania women and men. The requirement by UNDP that GEWE must be mainstreamed in outcomes and related projects was well appreciated by implementing partners. There is continued relevance to emerging issues such as Sustainable Development Goals (SDGs), FYDP and new UNDP corporate strategies.

The following are the main findings of this mid-term evaluation regarding the relevance of UNDP support to GEWE through the CPD outcomes.

- i. **Alignment with national and Sectoral Priorities:** UNDP's relevance of support to GEWE is based on the overall UN system strategies for the UNDAF II, 2016-2021 in the spirit of DaO, which were directly aligned with Tanzania's national development framework, articulated in Vision 2025 (mainland) and Vision 2020 (Zanzibar), MKUZA/MKUKUTA I and II, and corresponding sector-specific policies and strategies. A number of CPD projects contributed to implementation of the national gender policy, 2000. One of them is addressing the gap in gender statistics that inform policy analysis and planning. One of the objectives in the policy is to create awareness and understanding that environmental degradation is the major cause of women's workload, especially in fetching firewood and water and make clear the importance of involving women in environment management programmes. At sectoral level, these priorities are also emphasised in the National Energy Policy (2015) which recognizes gender mainstreaming as a crosscutting issue and promotes the participation of women in energy related activities, the Action Agenda require actors in sustainable energy for all to be supported with tools for mainstreaming gender in their interventions. The 5-year implementation programme which addresses gender and energy nexus issues around health, water, cooking energy while also providing strategies to empower women along the value chain of renewable energy. The various policies also advocate for increased women representation in decision making.
- ii. **Addressing the needs of men and women:** The mid-term evaluation found that the interventions in the CPD outcomes remain relevant and respond directly to the acute and important needs of Tanzania women and men, tackling some of the most recurrent aspects of structural and discriminatory practices against women in particular, women left behind in entrepreneurship development, income generation and scaling up new energy-saving technologies that contribute to reducing the burden of women's access to fuelwood; income generation through job creation and sustainable livelihoods, access to justice, economic empowerment of rural women, inequalities in representation and participation in decision making as well as policy frameworks and institutional capacity gaps. The scope is big in terms of issues to be addressed thus establishing need for scaling impact.
- iii. **Relevance to international commitments on GEWE:** UNDP's relevance of support is in helping the country to make progress in some of the priorities under the agreements, Conventions, Protocols, Treaties and Instruments. Tanzania has signed, ratified and domesticated Regional and International Agreements, Conventions, Protocols, Treaties and Instruments which aim at bringing gender equality, equity and women empowerment such as Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), Beijing Platform, Convention on the Rights of the Child (CRC), Great Lakes, African Union and East African Community.
- iv. **Alignment with UNDP corporate priorities:** UNDP Country Office (CO) priorities were relevant to the corporate GES, 2014-2017. The GES sets out a vision of eradicating poverty and reducing gender inequalities by empowering women. The GES states that " the sustainable development pathways area of work provides an opportunity to address inequalities and reshape policies to empower women and girls in all their diversity, so that they can become catalytic agents of change

and equal partners with men in the quest to promote growth that is inclusive, just, equitable and sustainable. With women's engagement, success in eradicating poverty, promoting sustainable consumption and production patterns and sustainable management of natural resources can be achieved." (GES page 9). The priorities remain relevant for attainment of GEWE in CPD and there is opportunity to realign with the recently released Corporate GES, 2018-2021.

- v. **Relevance of strategic partnerships for GEWE:** The requirement by UNDP that GEWE must be mainstreamed in outcomes and related projects was well appreciated by implementing partners. The support provided by the CPD outcomes and related projects was largely appreciated by implementing partners as relevant to the needs and although gaps remain, they were fully satisfied with the benefits. A few examples include, relevance to have strategic partnerships for improved institutional processes to address GEWE, such as through National Assembly to influence budget process; with judges and prosecutors as entry point for capacity building in legislative support and access to justice; multi-ministries including the Ministry of Finance and Planning (MOFP) for development of policies and plans and Ministry of Water and Irrigation for reducing the burden of women in access to water.
- vi. **Relevance to emerging issues:** The thematic GEWE was implemented over a period during which a number of new relevant developments emerged that may have implications for the remainder of the CPD period.

An emerging relevant issue over the CPD period is that the Government developed the new Five Year Development Plan (FYDP), 2016/17-2020/21. Gender analysis of the situation is presented in section 2.13 and informs the planning priorities. The Plan notes that Tanzania has made great progress towards attaining gender balance. Despite this progress, some disadvantages have persisted. Some challenges still remain: for example, Low women/youth participation in economic activities; drudgery of women in search of fuel wood; and poor linkage with financial institutions.

Interventions are proposed in the FYDP to ensure gender balance are needed to unleash women's potentials to contribute to the envisaged social economic transformation; and more importantly as a matter of human rights. Examples of key intervention areas include reduction of gender income inequality; development of carbonized coal briquettes in substitution of fuel wood and charcoal for household cooking; improved linkages with financial institutions; enhancement of national social protection and safety net; promoting employable skills particularly for youth, women, and people living with disabilities; promoting and protecting human rights for all, particularly for poor women, men and children, the vulnerable groups. Indicators are identified to track progress by women such as seats of women in parliament.

Other emerging relevant issues are the release of the corporate UNDP Strategic Plan, 2018-2021 and corporate UNDP's Third Gender Equality Strategy (GES), 2018-2021, outlines four priorities to address structural barriers to gender equality:

- a) Removing structural barriers to women's economic empowerment, including women's disproportionate burden of unpaid work;
- b) Preventing and responding to gender-based violence;
- c) Promoting women's participation and leadership in all forms of decision-making; and
- d) Strengthening gender-responsive strategies in conflict and disaster prevention, preparedness and recovery.

Relevance to SDGs: Although the CPD was developed at the onset of SDGs and no alignment was applicable, the evaluation presents it as an emerging issue over the CPD period that has implications for remainder of the period. Although GEWE cuts across many SDGs, the evaluation highlights relevant

targets for Tanzania for SDG 5 to show that the CPD addressed the priorities within UNDP mandate.² The goal has 9 targets and 13 indicators. The following are relevant targets for Tanzania:- (i) End all forms of discrimination against all women and girls everywhere; (ii) Eliminate all forms of violence against all women and girls; (iii) Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation; (iv) Recognize and value unpaid care and domestic work; (v) Ensure women's full and effective participation and equal opportunities; (vi) Ensure universal access to sexual and reproductive health and reproductive rights; (vii) Undertake reforms to give women equal rights to economic resources; and (viii) Enhance the u Women and Gender Development Policy (2000) to ensure that the gender perspective is mainstreamed into all policies, programmes and strategies.

Support for increased capacity for SDG - based planning, awareness and commitment to the SDGs is relevant to the alignment of CPD with reporting on gender responsive targets and indicators based on the SDG baseline and monitoring system. In the SDGs era, UNDP will continue to leverage the close alliances it has forged with UN agencies.

2.2 UNDP Strategic Position to advance GEWE

SCORE=B - Good progress with moderate areas of improvement

This section assessed UNDPs internal effectiveness in terms of advancing GEWE. The section responds to the key question of where/how have UNDP's institutional changes (in particular the Gender Seal process) results been the most and least successful in improving GEWE development results?

Finding 2: UNDP's commitment, comparative strength and value added contributed effectively to positive results in GEWE. The Gender Equality Seal certification for the CO has been an important catalyst for change and the UNDP CO Gender Equality Strategy was a significant step forward with regard to providing guidance on gender mainstreaming and programming. There is mutual reinforcing mainstreaming of gender in both programmatic results and in institutional systems and processes, a focus on learning, a long history of working on GEWE issues, investment of resources through the gender marker, and a functional cross-unit gender focal team. However, improvements are still required in some aspects such as knowledge management and continuous capacity development.

i. Comparative Strength and Value Added of UNDP CO

Identifying comparative strength is critical for the UNDP CO, particularly where there are many actors in GEWE. This has also been emphasised in the UNDP Independent Evaluation Office, Joint Assessment of the Institutional effectiveness report, January 2017 which recommended that country offices should ensure that the UNDP comparative advantage and value added are adequately identified by providing evidence as to why UNDP is better positioned than other institutions to implement a specific programme.

UNDP's strong, longstanding relationships with governments presents an opportunity for progress on gender mainstreaming. UNDP convened across line ministries and development partners to address the gender dimensions of inclusive growth, environment and governance.

The UNDP CO is adopting strategies where it makes useful contributions to GEWE and has demonstrated great effectiveness in influencing policy and legal frameworks and building capacity as a trusted partner of diverse stakeholders. UNDP is working at community level to ensure that no one is left behind but the limited size and scope of these initiatives limit their perceived relevance as being severely inadequate given the enormity of the GEWE issues to be addressed.

² United Republic of Tanzania Sustainable Development Goals, Baseline Report, August 2017

UNDP is both neutral, and persistent yet flexible, continually adapting its strategy to the political and social context of the country. UNDP CO response has been on areas that add value to country. UNDP CO is committed to advancing GEWE in a national development context that is enabling or seeking alternative realistic approaches and requires flexibility.

Partners see UNDP's strength as being able to tap into its network of experts and institutions to facilitate sharing of international experiences of similar contexts and best practices that can serve as useful benchmarks for GEWE. The CO has used this strength effectively during the CPD period to place needed expertise in the government but less effectively to connect partners with best practices in GEWE both within and outside the country.

Some stakeholders are not able to relate UNDP with a particular 'brand name' in advancing GEWE in the same way they relate UNICEF to children, UNFPA to maternal health, Food and Agriculture Organisation (FAO) to food and agriculture. This is because UNDP has made good use of its multi-sectoral approach to support government's GEWE issues that require a cross-sectoral, cross-government approach.

Internally positioning UNDP to deliver on GEWE requires strong partnerships within the UN as part of DaO. At corporate level, UNDP Strategic Plan, 2018-2021 provides direction through a common Chapter with UNICEF, UNFPA and UN Women that advocates for partnerships in key areas of working together: (a) Eradicating poverty; (b) Addressing climate change; (c) Improving adolescent and maternal health; (d) Achieving gender equality and the empowerment of women and girls; (e) Ensuring greater availability and use of disaggregated data for sustainable development. At UN country team level, UNDP is accountable to collectively deliver on the Action Plan for the gender scorecard for the UNCT completed in September 2018. In addition, UNDP is accountable to deliver on agreed joint programmes for GEWE.

ii. Accountability and Commitment

The UNDP is committed to accountability for its GEWE work. Key factors of success noted by the evaluation include, Senior Management Team has put the gender agenda as a top priority in the CO. The Country Director (CD) is the chair of the Gender Focal Team; all managers now have to include at least one gender equality/parity/empowerment key result in their Performance Plans; there is mutually reinforcing of mainstreaming gender in both programmatic results and in institutional systems and processes, a focus on learning, a long history of working on GEWE issues, investment of resources through the gender marker, and a functional cross-unit gender focal team. There is great improvement in gender mainstreaming when comparing projects rolled over from previous CPD and those developed during the current CPD with notable change in 2017 and 2018.

The gender equality seal has been a powerful tool in facilitating commitments to GEWE in the UNDP CO which was assessed and awarded a silver in 2016. There is great progress on the subsequent action plan developed by the CO to implement the recommendations from the gender equality seal assessment which is motivating change and promoting appreciation that gender mainstreaming is tangible and achievable. The CO has developed a gender equality strategy in 2016-2021. Taking into account relevant country context, the CO GES will need to be revised to align it with strategic programmatic interventions in corporate GES, 2018-2021 and the common chapter of the corporate Strategic Plan, 2018-2021.

The CO has been consistent and taken some actions to promote a conducive working environment. One example is in training of staff in Protection from Sexual Exploitation and Sexual Abuse (PSEA) which was undertaken and UNDP CO staff participated. Some of the staff who attended the training

shared their positive views that it was an eye opener for them to constantly relate and be part of the issues that can create a conducive environment for work. This was follow up to a previous prevention and Handling Harassment training held in 2016. An active Sexual Exploitation and Abuse (SEA) complaints mechanism was reported to be present in agencies.

The evaluation would like to draw attention to the proposal in the corporate GES, 2018-2021 paragraph 50 that 'UNDP has a number of measures in place to prevent and respond to sexual harassment, exploitation and abuse. These include the planned establishment of a free, 24-hour, international and confidential helpline to allow staff to report incidences of harassment or abuse and receive counselling, a strengthened policy on protection against retaliation and mandatory courses related to ethics, harassment, discrimination and abuse of authority in the workplace, and sexual exploitation and abuse.

iii. Staffing and Human Resources

The CO is in the process of strengthening the human resource aspect of gender mainstreaming: The CO has a functional gender focal team led by Country Director that drive the gender agenda across programmes and operations. UNDP Corporate GES, 2014-2017 requires all country offices to have multidisciplinary gender focal teams led by senior management (Deputy Resident Representative/Country Director). These teams will bring together operations and programme staff to ensure gender mainstreaming in the programme portfolio; monitor and evaluate GEWE results; and address institutional issues including gender parity, enabling environment and gender-sensitive communications. These capacities will not supplement but rather complement dedicated gender expertise. Based on this, a terms of reference was prepared for the CO gender focal team.

iv. Staff Capacity

Finding 3: The evaluation established that training has been effective in improving gender mainstreaming in outcomes. During consultations with programme staff, there appeared to be good command and confidence by each one to share their progress on gender mainstreaming. There is room for continuous learning through undertaking a wide range of UN online gender mainstreaming training course and broadening learning beyond UNDP specific tools.

Significant progress has been made by the CO to build not only capacity of programme staff but all staff on basic gender mainstreaming. The CO is consistent in allocating 10% of the learning budget for gender-related trainings. All staff have completed the basic on-line course on gender journey and prevention of sexual harassment and abuse of authority. Over the CPD period, efforts have been made to provide substantive training and hands on guidance to programme staff as well as provision of guidelines and tools for gender mainstreaming trainings accompanied by on-the-job-support, sharing of simple gender mainstreaming tools and guidelines and putting in place mechanisms to ensure better integration of gender into induction and recruitment processes. The CO indicate that their gender equality seal score has improved from 33% to 83%, indicating enhanced capacity to deliver gender results.

The CO should continue strengthening staff capacity and add value to gender mainstreaming in outcomes by making good use of other stakeholders and UN agency specific sector/thematic tools. For example, if UNDP wants to programme in agriculture, UN Food and Agriculture Organisation has excellent tools for gender mainstreaming in Agriculture; for mainstreaming gender in energy projects, UNIDO has excellent tools as well as ENERGIA (international network on gender and sustainable energy). Four UN agencies (UNDP, UNFPA, UNICEF and UN Women) designed advanced e-learning course on gender equality in a DaO country. In addition, UN-Women Training Centre has several online training programmes on gender mainstreaming that UNDP CO can benefit from.

Noted challenges/ bottlenecks for UNDP Positioning

- i. The CO does not have a dedicated Gender Specialist/Analyst. In addition to the gender focal teams, the UN System-Wide Action Plan (UN-SWAP) recommends that UNDP CO with a portfolio over US\$20 million would be expected to have a dedicated Gender Adviser in their office or equivalent dedicated capacity who can provide technical backstopping to programme and operational units, as well lead on developing and implementing gender-focused and women-specific programmes, building partnerships with women's movements and shaping the country office's advocacy on gender.
- ii. The capacity of staff and partners focusing on 'how to' of gender mainstreaming, provision of quick gender analysis or diagnosis at the design of programme/project areas needs continuous improvement as new staff come on board. A number of CPD outcomes plan to mainstream gender in policies, strategies and budgeting. These are potential priority area for capacity building and provision of appropriate relevant tools. For example, teams working on social protection could be taken through training on "how to" mainstream gender in social protection to prepare them for the upcoming policy development.
- iii. A few areas noted to be weak are knowledge management and documenting and sharing best practices on GEWE. UNDP projects have a requirement of at least 5% financial resources allocated for communication. Various outcome have some successes in capturing GEWE work such as the Protected Area project that produced calendars with pictures of Namayana Maasai women group stalls and produce along the roads to strategically access markets. Also noted in the PSSN assessment report³ and confirmed during interview with TASAF, is that TASAF has produced and contributed to several gender related knowledge products, which contribute to informing the PSSN programme.
- iv. Currently there is a focal point for communications in the office but not a Communication Specialist/Analyst. The current gap is filled a joint One UN Communications through DaO. A number of GEWE advocacy and communications have been undertaken at this level supported by the UN Communication Group.
- v. Presence of a Monitoring and Evaluation Specialist/Analyst could strengthen tracking of results across outcomes with data disaggregated by sex. In at least one partner visited (project for Watershed Management) where there is an M&E Specialist, instruments for tracking are in place.

2.3 Effectiveness

SCORE=B - Good progress with moderate areas of improvement

2.3.1 Effectiveness of CPD Strategies and Approaches

In this section, the evaluation assessed key strategies and approaches for effectiveness of design of CPD results framework, financing for gender equality, capacity development, gender statistics/gender analysis, gender data and evidence; and strategic partnerships (Collaboration with governments, CSOs, the private sector, and UN agencies).

i. Effectiveness of Design

³ PSSN Assessment Report, 2018

Finding 4: Evaluation revealed a strong focus on gender mainstreaming in the CPD/RRF planning stage. The Strategies and approaches used by UNDP CO have been effective and appropriate but needs consistency and timely application to be effective.

In order to assess the UNDP gender mainstreaming in the resources and results framework, the evaluation presents a guide (box 3) on 'what would a gender mainstreamed Country programme look like?'

Box 1: What would a gender mainstreamed Country Programme look like?

- i. Have clear objectives for integration of gender in outcomes/outputs based on **gender situational analysis**. Focus on gender equality as objective rather than women/girls as target group.
- ii. Incorporate both targeted gender-specific interventions to support gender equality and women's/girls' empowerment as well as gender-integrated efforts across the substantive work of all outcomes of CPD.
- iii. Ensure that the results developed at both outcome and output levels are gender-responsive- at least some dedicated outcomes, outputs, targets and indicators that are designed to address gender inequality, and gender-based discrimination, gender accountability.
- iv. A gender transformational result focusing on promoting measurable change in gender relation (show differentiated access to and control over society's opportunities, resources and development outcomes; decision making processes, gender relations and power between and among women, men, girls and boys).
- v. Addresses how structural and other causes that give rise to inequities, discrimination and unfair power relations change as a result of a Country Programme.
- vi. Effective monitoring and evaluation system for tracking and reporting gender results.
 - Indicators will reflect the variety of gender mainstreaming strategies (integrated or specific targeting), provide sex-disaggregated data and gender statistics with baselines for outcomes or outputs where possible. Indicators of a gender-integrated approach would for example, reflect the extent to which policies/sectors integrate gender perspectives (
 - Gender-specific indicators -specific to women, girls or men, boys or a gender equality-related issue. *For example*, quantitative –Proportion of seats held by women and men in local/ national/ sub-national councils/ decision-making bodies.
 - Build in requirements for gender differentiated baseline information for indicators.
 - Or qualitative example - enforcement of legislation related to ending violence against women.
- vii. Budget - ensuring sufficient budget allocations for gender equality in related outputs and/or outcomes. Use gender tracking marker tool to monitor expenditure allocation.

Box produced by Grace Okonji for evaluation of GEWE in Malawi CPD, 2015

The UNDP CO adopted a dual approach to gender mainstreaming which is in line with its corporate GES, 2014-2017 and most recent one 2018-2021 which states that 'The UNDP approach to gender mainstreaming is a dual one: UNDP supports the empowerment of women and girls through targeted gender-specific interventions and also addresses gender concerns in developing, planning, implementing and evaluating all policies and programmes'. The CO mainstreamed gender in its programme outcomes but also identified gender specific targeted approach in three projects which have a GEN3 in 2017: the Joint Programme to support Productive Social Safety Nets; SDG-F Livelihoods Component; and UN Kigoma Joint Programme. Furthermore, a number of projects addressed gender targeted interventions.

The country programme's theory of change included GEWE aspects 'the CO will anchor its support on policy development, capacity-building activities and more downstream interventions to achieve tangible results for women, youth and people with disabilities. It is against this TOC that the performance of assessments is undertaken.

The UNDP CO was effective in developing gender responsive outputs and indicators that laid the foundation for subsequent results. The narrative portion of all the outcomes and many of the outputs provides a brief discussion of how gender considerations will be incorporated. For the most part the language includes gender (in) equality or how women are affected more, includes a gender analysis and/or addresses having women as participants or leaders.

There is good progress on output indicators, two mention data disaggregated by sex, 10 mention numbers/percentage or ratio of women. In a number of Results and resources framework (RRF) outputs, there was a necessary gender specific targeted approach on women to bridge the gap in inequalities. However, simply adding women or female; number of men and women or percentage of women that benefitted to an output or indicator does not necessarily translate into addressing gender diversities or inform the decision to be gender specific.

Consistency in gender mainstreaming was not often upheld throughout the projects cycle to ensure gender mainstreaming does not evaporate at any level. During implementation and formulation of specific projects, some adjustments have been made to the outputs and indicators, for example, the project on Capacity Development in the Energy Sector and Extractive Industries was amended and among additional indicators, it has sex disaggregated or females benefitting. In some instances, gender sensitive outputs and indicators were not identified at formulation stage but substantive results were achieved during implementation.

A gender neutral log frame for the project 'Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania', was able to generate substantive results after revision of the project's log frame that subsequently indicated clearly, gender-disaggregated indicators, helping identify critical gender aspects of the project. Another example is 'Strengthening the Protected Area Network in Southern Tanzania: Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity' which at design was a gender neutral project, referring to vegetative communities and local communities. However, during implementation it was revised and substantive transformative results emerged that empowered women and changed male attitude.

ii. Financing for Gender Equality

Finding 5: UNDP is cognizant that work on gender equality is not cheap and gender-responsive interventions require dedicated and adequate financial resources and efforts. As a mandatory requirement during budget submissions the Gender Marker has become an important driver of promoting reporting on gender equality. Financial allocations for UNDP supported programmes through the Gender Marker has improved. However, the evaluation finds a notable challenge with the Gender Marker that it represents intentions at the project/outcome design stage and does not link these directly to results achieved. It does not systematically track the quality or type of gender results.

UNDP has made great progress to commit core resources for GEWE results through the Gender Marker which is an accountability tool that allows UNDP to track its financial allocations and expenditures contributing to GEWE. Making the Gender Marker mandatory during budget submission has served to heighten awareness of the need to consider gender during budget allocation. Some project documents were noted to include the Gender Marker rating on the cover page, but this good practice is currently not done in any systematic way. This is because the Project Document template was changed in 2016 where Gender Marker was put in the front page and required per output. Project Documents drafted in 2016 and early 2017 used the old template where although Gender Marker was mandatory in budget process, it was not indicated on the front page.

The Gender Marker associates projects with a Gender Marker score, including budget and expenditures over time. The rating is based on the nature of the output, not on the amount of resources allocated to it. A summary of Gender Marker scores is captured by outcomes in the Results Oriented Annual Reports (ROARs) of 2016 and 2017 (See Table 2). The existence of a GEN 3 (Gender equality is a principal objective) project indicates that UNDP applied a dual approach of gender mainstreaming and gender specific approach to programming. While democratic governance was the only outcome in 2017 with GEN0 (not expected to contribute ‘noticeably’ to gender equality outcomes), UNDP has made great effort to give priority to allocation of expenditures to mainstream gender in the CPD.

Table 2: Gender Marker Expenditure by Outcome and Year

	Gender Marker Rating	Outcome 1 Total Expenditures (\$)	Percent of expenditures	Outcome 2 Total Expenditures (\$)	Percent of expenditures	Outcome 3 Total Expenditures (\$)	Percent of expenditures
2016	GEN 0	0	0	0	0%	0	0%
	GEN 1	0	0	1,441,074	19.66%	0	0%
	GEN 2	6,312,775	87.46%	5,890,666	80.34%	0	0%
	GEN 3	905,151	12.54%	0	0%	0	0%
2017	GEN 0	0	0%	0	0%	676,093	21.94%
	GEN 1	0	0%	1,416,063	9.78%	1,707,092	55.39%
	GEN 2	2,024,748	81.75%	13,067,525	90.22%	698,931	55.39%
	GEN 3	452,058	18.25%	0	0%	676,093	21.94%

Source: Results Oriented Annual Report

iii. Use of Gender statistics/Gender analysis /Gender Audits

Finding 6: Gender statistics, sex disaggregated data or gender research is an important aspect of gender mainstreaming. UNDP has provided substantive support to government to generate gender responsive national level gender statistics but improvements are needed in mapping gender statistics at CPD level for monitoring its contribution.

There is no evidence that at the beginning of the CPD, all gender statistics required within the outcomes were compiled and sources identified. The mid-term evaluation found it a challenge to get the overview picture of CPD contribution in terms of number of women with increased entrepreneurship and livelihood skills; number of women’s enterprises benefiting from increased income and market access; number of women in the targeted districts benefiting from climate change initiatives and many others. These are output level data for which the CO intended to have control and hence should consistently have the overview data.

In terms of national level gender statistics, there has been progress. Through the project- Enhancing Capacities for Development Effectiveness and Results, a specific output 2 was on ‘gender sensitive national data systems is in place to support the monitoring and reporting of development strategies’. The project was to enhance capacities to systematically collect, analyse disseminate, harmonize and accurately report on data that are highly disaggregated by sex, location and income. As part of UNDP team contribution, gender analysis of the Integrated Labour Force Survey (ILFS), 2014 conducted and key Policy recommendations developed. The integration of Time Use Module was done for the first time in Household Budget Survey (HBS), 2017/18, linked to SDGs GEWE indicators on women’s unpaid care work, ownership of property and assets, access to social security.

Finding 7: Substantive gender analysis and gender responsive strategies have been applied in some cases but the lack of gender analysis as a central component of programme design was evident in

some projects across all three outcomes. Where gender analysis was not undertaken of projects at design stage, the CO is taking steps to address gaps during implementation.

Another example of a gender neutral study with no gender analysis is the feasibility study (October 2018) for implementation of the Off-Grid Box technology for the three Islands in Bunda districts in Mara region and three villages in Ikungi districts, Singida pioneered by the UNDP Tanzania through its pilot initiative 'Bringing Clean Energy and Water to Off-grid Tanzania rural communities'. In issues of sanitation and hygiene, menstrual hygiene management does not affect men.

Another example of gender analysis gap addressed during implementation is the Legislative Support Project II. Despite initial delays in completion of the critical gender audit and assessment of the National Assembly as the baseline for the project's gender mainstreaming output, the Gender Audit, a Gender Strategy, an Action Plan as well as HeforShe Strategy, were finally completed in June 2018, thus paving the way for implementation of evidence-based strategic priorities under Output 5 of the project.

Where UNDP supported gender analysis or research specific to the CPD interventions such as the study on 'Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania,' the results show diversities between men and women that views women and men as active agents of change in communities.

Some positive gender analysis is found in the UNDP project implemented through the Ministry of Water and Irrigation where in-depth gender diagnosis of the Securing Watershed Services through Sustainable Land Management in the Ruvu and Zigi Catchments (Eastern Arc Regions) Tanzania was undertaken during the first year. Although the project design did not benefit from a gender analysis and strategy, there was full recognition of the importance of gender considerations during the implementation. The gender diagnosis enabled identification of gaps which would act as a basis for mainstreaming gender in project activities and assist implementing parties to execute activities with gender dimension. The original indicators have therefore been revised to reflect gender considerations where relevant. The gender diversities emerged in subsequent results.

The Kigoma Joint programme consists of six thematic areas of which two are gender specific: Youth and Women's Economic Empowerment (YWEE) and Violence against Women and Children (VAWC). UNDP is contributing to YWEE. The joint programme presented strong gender analysis of the productive sector; the inequalities and barriers to GEWE as well as a gender-sensitive mapping and local economic assessment.

The importance of gender analysis is also shown in the end term evaluation of project 'Mainstreaming Sustainable Forest Management in the Miombo Woodlands of Western Tanzania', the numbers of women in community banks supersede men and more men headed household were involved in establishing demonstration plots (i.e. Poultry, fishing) compared to female-headed household. Reason was that those who were selected were the ones who had shown interest and competence to undertaking such activities'.

iv. Capacity Development Approach

Finding 8: UNDP has made progress to move training to a level beyond just numbers in a classroom workshop to greater focus on 'how to' mainstream that is related to the job function. This was well appreciated and more effective when used. Partners would like to see more of this type of training. In some cases, the evaluation found that capacity building through training has too often been seen as 50% quota to be achieved in terms of women versus men beneficiaries.

The training of prosecutors, judges and police in Zanzibar on how to complete form PF3 accurately for evidence in court in cases of SGBV was presented as transformative result. Out of 26 past PF3 forms reviewed by trainees, only one passed the test of credible document for court cases. The knowledge has been remarkable after the training. The training was also practical on electronic and cybercrime. Another example is practical agriculture extension with regular follow up to that ensured success through project for Sustainable Agriculture. The implementing partners including TASAF, highly recommended for such practical and 'how to' training courses on GEWE to be given priority in future.

The need for transformative capacity for gender mainstreaming to change people's mind-set, men's in particular but also the attitudes of women, was brought up by several key informants as a necessary and pressing requirement for the advancement of GEWE. Senior government officials and project staff feel that working on UNDP's projects changed the mind-set as it was made clear upfront that gender must be mainstreamed in all outcomes.

At the national level, the approach was to reinforce institutional capacities, for example, by generating data and evidence through studies, innovations to inform institutional designing, planning, and implementation and impact monitoring and evaluation.

In some cases, the evaluation found that capacity building through training has too often been a strive to achieve a 50% quota in terms of women versus men beneficiaries. While capacity building is a positive step and gives a concrete measure in the short run, it means results are reported at output level disaggregated by sex of how many people received training or attended workshop or study tours and not so much on how the training led to change of attitude or practice. To determine whether the changes in knowledge and attitudes translated into changes in practice over time can only be possible with baseline data before training and after training and creative approaches to mentoring, follow up and promoting ongoing cycles of learning and reflection.

Strengthening in-country networks and accountability for GEWE were less utilized approaches. A good positive example is the annual parliament-civil society dialogue which seeks to address through building trust and consensus in the 'Legislative Support Project II with the National Assembly. UNDP needs to build on this to strengthening networks of women parliamentarians with CSOs for evidenced based information to influence parliamentary GEWE bills.

v. Strategic Partnerships Approach

Finding 9: UNDP engaged with diverse partners in delivering gender equality results for the CPD. The level of engagement differed with heavy reliance on government as the key partners. UNDP ensured that several government partners beyond MCDGEC were provided with support in addressing GEWE within the various outcomes/projects. This was strategic as it opened space to interact with the sectors normally perceived as "hard to penetrate sectors" (wrongly seen as gender-neutral). Partnerships with the UN for DaO have been established with success beginning to emerge in Join Programmes. Partnership with private sector is not visible except in the Global Compact Local Network project.

Partnerships with the government

UNDP CO placed strong emphasis on partnerships with the government both at national level and Local Government authority level for delivering in all its outcomes; with UN agencies for greater effectiveness and DaO to advancing GEWE and with the private sector for women's economic empowerment.

UNDP received enormous and continuing support, leadership and management by the government across line ministries in making progress towards GEWE, both at national and LGA level. UNDP ensured

that several government partners beyond MCDGEC were provided with support in addressing GEWE within the various outcomes/projects. This was strategic as it opened space to interact with the sectors normally perceived as “hard to penetrate sectors” (wrongly seen as gender-neutral), like gender mainstreaming with MOFP for poverty eradication, Ministry of Environment; Energy and Minerals. It opened platforms for partners to look at responsibilities beyond the MCDGC but it did come with challenges of inadequate skills and knowledge in gender within these sectors.

Notably missing from the partners list was the Ministry charged with coordination of gender issues - Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC). This omission is justified because UNDP chose gender mainstreaming in projects and during the CPD period, there was no project implemented through the Ministry.

Partnership with the UN in DaO

UNDP partnership for GEWE is through DaO towards achievement of results in the country as spelt out in the UNDAF II. Delivering as One to achieve objectives of UNDAF II was well appreciated at the LGA level, particularly, the Kigoma Joint Programme.

While partnerships with UN Women was effectively pursued in delivering each outcome, the evaluation notes that UNDP is restrained in pursuing a concerted gender programming as it is seen as encroaching into UN Women space. There are ongoing strong areas for complimenting each agency's effort and working within comparative advantage. A strong area of collaboration with UN women is seen in UNDP benefitting from UN Women-supported Gender Specialists to be strategically placed within National Assembly to strengthen GEWE.

Partnerships with private sector seemed to have been mostly with individual institutional commitment to the Global Compact and Ring the Bell which highlights the business case for achieving gender equality in the workplace, marketplace and community. Some Global Compact partners would like to mainstream gender in their institutions but they have inadequate information on how to effectively address gender issues within the 10 principles. Some partners are developing gender equality policy with inadequate knowledge on ‘how to do’ it. On the other hand, some partners were already engaged on gender mainstreaming within their institutions outside of the Global Compact, for example, the Association of Tanzania Employers has a good practice in empowering women for leadership positions with high transformative results. The partners expressed strong need to have meaningful engagement with UNDP on promoting women in leadership positions beyond parliamentarians. The need to engage private sector was mentioned by key informants, particularly in extending services to economically empower women farmers and business through expanding access to financial services.

Some partners expressed need to connect with UNDP to benefit from good practices from other countries on how to institutionalise GEWE within private sector. The evaluation noted opportunity for UNDP with the gender equality seal which is already being institutionalized in private sector in a number of countries, particularly in Latin America.

Partnerships for documenting knowledge on GEWE: Partnership with the media has been ‘one off event related news coverage’. The evaluation notes that UNDP has potential to partner with mainstream, social and alternative media organizations as a vehicle to show case its good practices in advancing GEWE but this has not been exploited to the full partly, because the CO has no Communication Specialist/Analyst.

Partnerships with CSOs/NGOs and women's organizations, there is evidence that UNDP has established strong working relations with CSOs/NGOs at local levels. There is hardly any direct

contractual partnerships because the implementing partner is the government who has engaged the CSOs at local levels. Engagement with CSOs was noted across all outcomes with progress on gender responsive results emerging.

Noted challenges/ bottlenecks on Effectiveness of Approaches

- i. During implementation stage, UNDP has been successful in producing key national documents that include gender statistics and can inform planning, programming and policy. It is unlikely that CPD indicators can often be linked to national level data. The national documents compile data from cycles that UNDP have no control over. The CPD indicators required data collection cycles that the UNDP has control over and whose collection overlap with the CPD cycle.
- ii. There is knowledge gap in terms of understanding gender equality beyond a quantitative perspective or parity in participation. Some UNDP supported projects reported results narrowed down to “equal numbers of men and women” or “gender parity”. Key informants and various reports frequently state that the programme has ‘taken the specific needs of women and girls into account’ or 50 % representation is encouraged but without seeming to have access to actual data that specifies what these needs are. Failing to differentiate between boys and girls, men and women in outcomes and outputs risks masking potential differences and similarities. While benefits and opportunities of outputs may have reached women and men, it is not possible to assess meaningful gender differences or similarities in the absence of quantitative data. Limited disaggregation of vulnerable and disadvantaged groups within categories of output beneficiaries may compromise the principle of inclusion. This, in turn, poses a fundamental obstacle to gender sensitive results being reported.
- iii. It is absolutely important to disaggregate data by sex but a strategic shift in thinking about gender with gender analysis is needed to identify any male-based gender issues that make men and boys vulnerable, and engage men and boys to promote and support gender equality. The aim is also to integrate an assessment of gendered bottlenecks and barriers as an integral part of the analysis for prioritizing where, how, and which interventions will be most effective and feasible given the drivers and context of the result to be achieved.
- iv. Knowledge gap still exists among implementing partners on how to integrate gender into all stages of the project cycle – analysis, design, implementation, monitoring and evaluation.
- v. On the Gender Marker, there is indication from some staff that more understanding of the Gender Marker is required and the regional service centre could fill this gap. A number of questions are still food for thought as Gender Marker continue to be applied. The Gender Marker is coded at planning stage which means that it is only for expenditures available at that time. Does the Gender Marker get adjusted as resource mobilisation is undertaken and more expenditures are available for gender equality? The Gender Marker does not seem to track allocations in a way that provides verifiable aggregated data at different stages of a project cycle. As noted by a Programme Specialist ‘It also does not track the annual changes of the rating if interventions in the subsequent years still meet the ranking scored at the design stage. There is possibility that an output might be GEN 2 in 2017 and become GEN1 in 2018 and the Gender Marker would not detect this, unless someone (Gender Advisor perhaps) critically analyses the work plans and results for each project each year” These are important aspect because during implementation, there may be an evaporation of expenditures for gender equality. The problem is partly due to the absence of a system to update the Gender Marker rating periodically by taking into account the actual contribution of projects to GEWE during implementation and closure of projects. A number of

projects are already closed but still show rating and expenditures for example, pro-poor economic growth and environmentally sustainable development, ended June 2018; support to Tanzania productive social safety nets- ended June 2018 and SDG-F livelihoods component- ended June 2018. According to the Gender Marker guidelines, this is very much in order. However, the coding should have been reviewed to reflect final score and not the score at planning stage, “The rating is to be done for all active projects. These include projects that have a budget allocation and/or expenditure and are not financially or operationally closed, cancelled or suspended”....”there should be a final Gender Marker code at the time that an output is operationally closed. The final Gender Marker coding should reflect the final score of the output to ensure consistency.” The CO need to pay attention to these guidelines to ensure Gender Marker consistently reflects the actual situation.

Furthermore, it is not yet possible to draw firm conclusions on the relationship between output expenditures and gender equality results. The evaluation found that according to the Gender Marker guidelines, this was not the intention, “The Gender Marker is not intended to measure results or gender equality achievements.” Evaluations of effectiveness of outputs at the project level from a gender perspective must be undertaken on a case-by-case basis. However, evaluation found out that progress on gender equality is well captured in the ROAR as it relates to particular outcomes.

The evaluation interpretation is that the Gender Marker expenditure can be adjusted during implementation to be directly commensurate with gender results achieved.” The coding can be also done at the implementation stage as part of the monitoring process to track the expenditure according to the gender marker ratings. Midterm reviews, gender audits or portfolio realignments are also good entry points to revisit and improve the integration of gender concerns during the implementation phase of a project/output. Therefore, Gender Marker scores can be tracked, modified and improved during the implementation stage.”

As will be seen in later chapters, it was possible to have a gender neutral outputs in outcome 2 of the results and resources framework, which were subsequently allocated GEN 2 at project stage and generated substantive results during implementation. This was because substantive revisions were undertaken for environment projects following the gender seal process. The projects were deliberately revised to meet GEN2. It is also possible to have GEN 3 like in access to justice and human rights; and Kigoma Joint Programme, with the former having substantive results in GEWE while the latter is having results only emerging. Another GEN 3- preventing violence extremism with potential for specific GEWE results is not fully operational. Another example is with outcome 3 with a GEN 3- and gender responsive output and indicators in RRF- related to elections which has not started to date. This is clear indication that Gender Marker needs periodic update. This mid-term review is an opportunity to update any changes that may have occurred on Gender Marker codes for the CPD projects.

2.3.2 Effectiveness of Gender Mainstreaming Across Outcomes

SCORE=B - Good progress with moderate areas of improvement

Finding 10: UNDP has made progress in mainstreaming gender across all outcomes with results emerging in line within the Theory of Change. UNDP anchored its support on policy development, capacity-building activities and more downstream interventions to achieve tangible results for women even as challenges remain and successful efforts need to be up-scaled and strengthened that also include men. An important contributor to progress has been the marked visibility of gender in the CPD outputs and indicators as well as in projects accompanied by steady commitment

by both UNDP and implementing partners, investment of resources through the gender equality marker and capacity development.

The assessment of effectiveness determined the extent to which UNDP contributed to development and institutional results that are gender responsive and gender transformative. The evaluation used assessment of the performance of GEWE within planned outputs (Results chain principle) to determine performance of outcomes. UNDP programme staff contributed to the self-assessment of outcomes using the ' Output Performance of GEWE assessment Tool'. Judgement was made on level of progress with additional information from stakeholder interviews and documents reviewed to come to conclusion at output level on performance towards gender mainstreaming.

UNDP contribution to effectiveness at outcome level needs to be put on perspective. Having specific gender outputs and some gender specific indicators laid great foundation towards achievement of gender mainstreaming but the results are mixed. While some outputs were gender responsive, it turned out that results have not emerged due to factors beyond the UNDP. In some cases, gender sensitive outputs and indicators at results framework stage are not always commensurate with results achieved during implementation. Some complex challenges/bottlenecks are noted that hampered progress. Examples of complexity of UNDP contribution is - in determining the ratio of women to men participating as candidates in general elections, a number complex factors interplay, some beyond the control of UNDP.

Some of the results are derived from projects rolled over from the previous CPD and a lot of results were still emerging from late formulated new projects due to critical delays in implementation over the CPD period.

2.3.3 Assessment of GEWE Results of Outcome 1

This section assesses UNDP's contribution to results in GEWE in the three outcome areas and seeks to answer the following evaluation question: 'Has UNDP contributed to gender equality and women's empowerment development results'? The performance is rated as indicated in table 2, 3 and 4. The self-assessment by programme staff is included as it explains why some indicators were not on course. As noted earlier some outputs and indicators were gender responsive but made no progress. However even those that were gender neutral made attempts to address GEWE during implementation so all outputs and indicators are assessed.

Outcome 1: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.

The Thrust of outcome 1 is to support the government efforts in promoting inclusive growth through employment promotion strategies and programmes; expanding social protection and social security programmes and improving quality of education training and lifelong learning to all. The UNDP CO will continue to work with the government towards ensuring that poor rural women and unemployed youth have sustainable livelihoods; promote better use of natural resources and the economic empowerment of rural women and youth. The outcome had five outputs. The progress in terms of planned actions for GEWE are found to be all partially achieved and on course to be achieved by end of the CPD. The summary progress of mainstreaming GEWE at outputs level is presented in Table:

Table 3: Performance of Outcome 1 on GEWE Results

Outputs	Final Score After Triangulation of data					Before triangulation
	A	B	C	D		Self-assessment by UNDP Programme staff (Refer to Annex 2 for indicators)
	Very good progress – meeting expectation	Good progress with moderate areas of improvement	Satisfactory with some notable changes required	Serious deficiency with significant changes required	Comment on score not started/started in the last quarter	GEWE results -Achieved -on course -Not achieved
Output 1: Select ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plans	X					Indicator 1.1 Some activities Achieved/others are on Course
Output 2: Options enabled and facilitated for inclusive and sustainable social protection		X				Indicator 2.1 and 2.2 Some activities Achieved/others are on Course
Output 3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income		X				Indicator 3.1 and 3.2 Some activities Achieved/others are on Course
Output 4: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data		X				Indicator 4.1 Some activities Achieved/others are on Course
Output 5: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste management			X			Indicator 5.1, 5.2 and 5.3 Some activities Achieved/others are on Course. Indicator 5.4 not started

The following section presents narrative analysis of performance towards CPD outcome 1 which also corresponds to UNDAF II outcome.

Output 1: Select ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plans

Finding 11: Although it was not clear which specific policies, plans or strategies, outcome 1 planned upfront to influence, substantive contributions were made in support of the government that led to sound gender responsive policies, plans and strategies. Timely engagement during policy review and plans formulation provided strategic entry points for mainstreaming poverty-environment- gender nexus objectives.

UNDP was strategic in approach that ‘what is not planned for is not budgeted for’. By ensuring gender responsive plans and strategies, foundation is laid for advocacy to allocate resources in budgets for poverty, environment and gender issues. The mid-term evaluation does not find evidence of budgetary allocations for GEWE as a result of this contribution. The presence of strong national policy/plan commitments to gender equality do not automatically translate into greater budgetary allocations which continues to lag behind.

Three Ministry Policies and Plans have incorporated poverty, environment and gender objectives: Ministry of Fisheries and Livestock (Fisheries Policy), Ministry of Agriculture (ASDP II), Through the MOFP, UNDP and other partners contributed towards the development of the Government Five Year Development Plan (FYDP II), 2016/17-2020/21. Gender analysis of the situation is presented in section 2.13 and informs the planning priorities. These are expected to facilitate allocation of resources during planning and budgeting process.

UNDP supported the development of poverty assessment report where indicators are disaggregated according to gender, poverty status, and ethnicity. The report will be the backbone of FYDP II monitoring and evaluation (M&E) system. A detailed study (2017) by UNDP, UN Women and UN Environment Programme on ‘what are the factors driving the gender gap in agricultural productivity in Tanzania,’ offers a good example of in-depth gender analysis of the sector that will inform the government development of sector plans and policy development, with the aim of reducing women’s unpaid care and domestic work, engendering land tenure arrangements and promoting gender-responsive climate-smart agricultural extension services. Evidence from the research studies such as ‘Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania,’ and Gender Gaps in Agriculture study are key in demonstrating to the policy makers about the need to integrate and pay attention to issues of gender as integral to development.

Capacity building of 140 officers of the Government of Zanzibar (50 male and 90 female) on gender development and linkages with planning has been enhanced. GEWE is increasingly becoming part of the government planning and implementation.

UNDP as part of DaO with the UN and with government provided capacity building to Local Government Authority (LGAs) through the Kigoma Joint Programme that enabled four local LGAs plans (Kasulu DC, Kasulu TC, Kibondo and Kakonko) to integrate business development services and business solutions for women enterprises and value addition in the LGA planning processes. The evaluation was not able to establish whether the plans now have allocation of resources for GEWE interventions. The LGAs are expected to allocate 10% of their resources to women’s economic empowerment interventions but they have been defaulting due to inadequate resources. Key factors enabling success included UNDP support to assessment of business advisory services and technological changes for women enterprises and women producer groups to enhance their products and involvement of the

LGAs in the planning and implementation process of the Kigoma Joint Programme and ownership of the Programme by Kigoma Regional Secretariat. Foundation has been laid to support capacity building for access to financial services- research study was completed on capacity building intervention for Financial Services Providers operating in Kigoma Region particularly in the refugees most affected districts of Kasulu, Kibondo and Kakonko to enable them to develop financial products and services for gender responsive investments relevant to women producer groups and women led enterprises.

Five Regions have developed Regional Investment Guides as frameworks for Local Economic Development (LED) that provides for poverty reduction, environmental management and gender considerations in enterprises to be undertaken within the Regional Investments guides framework. There is a strong linkage between planning and budgeting processes for GEWE to be successful. UNDP's results will be complete during remainder of CPD if the CO effectively capitalize on strengthening this linkage both at national and LGA levels. All policies and strategies should ideally be gender responsive to ensure that inequalities between men and women; boys and girls are addressed to strength interventions tackling structural changes that accelerate GEWE.

Output 2: Options enabled and facilitated for inclusive and sustainable social protection

Finding 12: UNDP and the governments and other partner's contributions led to development of a National Social Protection Framework (NSPF) and implementation of a Productive Social Safety Nets (PSSN) gender sensitive and sustainable livelihoods model that benefited many households nationally.

The primary principle for mainstreaming gender through work on social protection is that protection systems may be aimed at the household or they may be gender blind, thus many times effectively short-changing women and girls' rights and options. Absence of women's social protection can muffle their voices and ability to influence decisions that affect their lives, limiting their prospects for a better future, and engendering social isolation.

UNDP approach to social protection was to support the development of a National Social Protection Framework (NSPF) for coordination of Social Protection interventions across sectors. The government changed sequencing of priorities following decision by the Cabinet to develop a National Social Protection Policy. The evaluation notes that effectiveness of issues arising from gender diagnosis and analysis have to match the policy-making and programming cycle of each development sector.

UNDP conducted an assessment of social protection interventions in Tanzania which identified institutional and budgetary bottlenecks and challenges that hinder optimal coordination, monitoring and implementation of social protection interventions which will also inform the development of the policy.

Finding 13: UNDP support need to be consistent in monitoring and tracking to address any negative consequences that may arise in relation to the redistribution of power, status or resources as a result of women accessing cash transfer. The role of men is especially important when addressing changes in distribution of resources or decision-making power.

The government has decided to pay the cash transfer to women as recipients on behalf of the households as experience shows that women are better at optimal use of the payments. Instances of backlash were reported in the case of social protection fund. Men had difficulties understanding how they as breadwinners can be side-lined when women enjoy financial gains. Women may gain in terms of cash being transferred to them but negative impacts on family dynamics is negative result. Women continued to lead the household, recipient of the cash transfers, started Poultry Keeping and other animals e.g. goats, started their own small farms, selling products from the farm. Despite the male

resistance towards female income, most have come to terms with it, not least because the women have started sharing some of the income with the men.

Finding 14: Through a Joint Programme UNDP, UNICEF, ILO and UNFPA, UNDP supported institutional capacity development and systems improvement in notable at the Tanzania Social Action Fund (TASAF).

TASAF was enabled to have a gender responsive approach to social protection through the integration of gender sensitive indicators and gender sensitive and sustainable livelihood models. TASAF was enabled to conduct an in-depth gender assessment of its Productive Social Safety Nets (PSSN) programme. The assessment looked into the gender impact and gender responsiveness of the PSSN programme and TASAF's institutional capacity, mechanisms and structures for gender mainstreaming. Findings of the assessment will inform the development of a TASAF gender mainstreaming action plan and will also inform the design of the new PSSN programme. TASAF was enabled to have trained staff and monitoring and evaluation system that strengthens monitoring of PSSN. Households nationally benefited from the TASAF support on the livelihood activities that resulted to an increase in income (actual figures of increase are not available).

Finding 15: UNDP support has been innovative in creating synergy to address challenges requiring multi-sectoral responses, particularly in poverty, environment and gender. This led to innovative results of increased entrepreneurship and livelihood skills through management of natural resources. The approach added value to gender mainstreaming as a cross-cutting issue going beyond boundaries defined by specific outcomes (outcomes 1 and outcome 2).

The approach by UNDP Tanzania towards Jobs and livelihoods creation that focused on downstream interventions to create opportunities for specific groups to expand their business and income has been a transformative achievement.

Through the project for Pro-poor Economic Growth and Environmentally Sustainable Development, a study on 'Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania,' and information by Key Informants revealed that UNDP support has been transformative at community level. It was noted that the project has brought opportunities for women to get involved in economic activities (fish farming and beekeeping), which they previously could not participate in. The project's benefits are highly critical for female headed households as they are now able to provide for their households from income generation from sale of fish and also have easy access to fish for home consumption. Results from the study on 'Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania,' in 6 Districts (Bunda, Bukoba Sengerema, Nyasa, Ikungi, Illeje) shows that a total of 145 females benefited from apiculture, 100 from fish farming and 70 from biogas in six districts. Apiculture intervention has attracted women, which was contrary to previous beliefs that beekeeping was totally a male domain. Thus, the project has significant positive impacts on the social gender dimensions.

Key informants indicate that UNDP approach of reducing the time burden of women in fetching water, firewood, and fishing released women's time to focus on business and income generating opportunities. For fuelwood, the biogas intervention has reduced number of trips from 4 to 2 per week while the trip duration has remained about 5 hours. The benefits of reduced time have been significant economic value to the household mainly through reallocation of time to income generating activities, such as agriculture, (livestock rearing and crop production) and studying. For fishing, aquaculture has reduced the fishing time from 10 hours to 3. This has allowed household members (men and women) to spend more time with their families, which they noted has contributed to enhance family cohesion. These interventions had a positive impact on women's economic empowerment and ability to provide for the household. Previously, these were male dominated activities that women could not engage in.

Output 3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income

UNDP contributed to youth and women's enterprises benefiting from increased income and market access. UNDP completed the assessment to gather baseline information on business advisory services and technological changes required for women enterprises and women producer groups. As a result 4 LGAs in Kigoma (Kasulu TC and DC, Kibondo and Kakonko) have identified 3 Training of Trainers to be trained on Business Development Services and the TOTs will support the Women Groups identified in each LGA.

UNDP capacity building enhanced farming skills and several farming groups (youth and women) in Tabora were enabled to pilot alternative crops and shift from labour intensive tobacco farming. Growing tomatoes has been found to be more profitable than tobacco. While incomes have been earned that contributed to women's economic empowerment, access to market was an afterthought in the project.

Practical skills acquired from the SUMA JKT demonstration plots help graduates to secure job in different sector such as agriculture and fisheries resources management, service industry sector, security and defence. Currently, 640 male youth and 240 female youth are benefiting from the SUMA JKT led fish farming enterprises.

Output 4: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data

UNDP supported the MOFP and national statistical offices to enhanced capacities for completion of baseline survey for the SDGs targets and indicators which included information for the CPD on gender gaps at national level. The SDG report is able to determine available data for SDG 5 by targets and indicators that enabled FYDP II and MKUZA III to incorporate SDG data. UNDP contributed in terms of technical and financial capacity to production of the draft Tanzania Human Development Report 2017 which includes substantive gender analysis on gender inequalities. The report highlights the importance of closing gender gaps in human development and provides recommendations on how to promote GEWE as an end goal in itself and as a means to reduce poverty and achieve inclusive economic growth. The report will be used to inform planning and policy making. Fisheries Policy (page 23) provides a need for intervention for both women and men in the fisheries sector.

Output 5: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

This output was gender responsive and was expected to achieve an increase in incomes by households; new jobs/livelihoods created through management of natural resources disaggregated by sex; an increase in hectares of land improved through soil/water conservation methods in supported districts and; women in selected districts participating in decision-making processes on use of national resources. There was no clarity on who was responsible to deliver this output between inclusive growth and environment.

Noted challenges/ bottlenecks for Outcome 1:

- i. While the measures taken had some positive results, it is recognized that more efforts are needed to scale-up community level interventions, address structural gender inequalities, and strengthen institutional capacities to mainstreaming gender into plans and budgets.

- ii. It was not made upfront clear what specific policies and plans UNDP planned to mainstream gender into over the CPD period.
- iii. It is critical to provide needed information on time that can influence the gender budget allocations, for example, a UN Women-recruited consultant assisted with gender analysis of the budgets of selected sectors. Due to the late constraints, however, the findings did not sufficiently feed into the 2018/2019 budget process.
- iv. Targeting women as the main beneficiaries in inclusive growth has brought short-term results in GEWE. Most results were 'gender targeted' in nature, often merely mentioning the percentage of women receiving benefits or women and men are included such as the women's incomes and access to resources had increased or women were provided with jobs and skills. Follow up and gender analysis UNDP's approach incorporating attention to gender factors and dynamics that go beyond access to resources and opportunities is needed.

2.3.4 Assessment of GEWE Results of Outcome 2

Outcome 2: Improved environment, natural resources, climate change governance, energy access and disaster risk management

The thrust of the outcome was to empower women and men in communities to harness economic and social benefits from natural and cultural resources in a sustainable and equitable way whilst managing risks to lives and livelihoods.

Table 4: Performance of Outcome 2 on GEWE Results

Outputs	Final Score After Triangulation of data					Before triangulation
	A	B	C	D		Self-assessment by UNDP Programme staff (Refer to Annex 2 for indicators)
	Very good progress – meeting expectation	Good progress with moderate areas of improvement	Satisfactory with some notable changes required	Serious deficiency with significant changes required	Comment on score not started/started in the last quarter	GEWE results -Achieved -on course -Not achieved
Output 1: Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations		X				Indicators 1.1 1.2 are on course Indicator 1.3 and 1.4 are achieved
Output 2: Select districts and communities have their capacities strengthened in		X				Indicators 2.1; 2.3 and 2.4 achieved Indicator 2.2 on course

climate change governance and sustainable energy access						
Output 3: Preparedness systems in place to effectively address the consequences of and response to natural hazards		X				Indicators 3.1 and 3.2 are achieved

The following section presents narrative analysis of performance towards CPD outcome 2 which also corresponds to UNDAP II outcome.

Output 1: Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations.

UNDP wanted to effect changes through number of ministries with functioning sustainable environmental and natural resources plans and strategies; number of districts with financial and sustainable environmental/natural resources plans and strategies; extent to which national monitoring system, surveys and census are in place to monitor progress on poaching reduction and wildlife crime and percent of land covered by forests in 28 targeted districts. The evaluation notes that output and indicators are gender neutral. Despite this omission, a number of results under outcome 2 are being reported in terms of 'parity', number of men and women participating or women targeted but some attempts have been made to show change in lives of women trained.

Finding 16: Some stakeholders were found to consider gender mainstreaming as the same as improving women representation/participation (50/50)- Parity' and nothing else. Knowledge and consciousness has been imparted to women and communities with some attempts made to go beyond parity and show gender responsive change taking place in the lives of women and men.

There is increased awareness among men and women around the water sources and improved water resources management. This was as a result of UNDP's support to strengthen consciousness and awareness of the policies guiding water resources management such as the water resources Management Act of 2009, and the National Water policy of 2002 and other regulations. Communities in Kihara, Muheza where the area was highly degraded by illegal miners are now aware of the existing regulations and laws and the area has been highly rehabilitated. Training had been offered in the Basins in Pangani and Wami Ruvu (under the Ministry of water and Irrigation), to the newly formed 7 Water User Associations, 5 from Wami/Ruvu and 3 from Zigi.

Apart from the training on the content of the policies and regulations, gender responsiveness could have been improved if the communities benefitted from training in addressing the root causes of gender inequality related to natural resource management and ownership of resources. An example is how the women and men can be engaged in environmental protection and at the same time ensure access to sustainable and safe mining activities that are gender specific. Another example, is in Kihara, Muheza where illegal miners, youth are aware of the existing regulations and laws but it is a challenge to them how they can continue to benefit from mining activities without compromising the environment.

Although it is a drop in the ocean in terms of coverage, transformative change is noted in the UNDP support to remove the societal barriers hindering achievement of GEWE by working with men traditional leaders and communities (Maasai) on behaviour-change campaigns discriminatory social norms, attitudes and practices that deny women rights and opportunities to have a voice. As a result of this, the Namayana Maasai women group now have opportunities to participate outside their homes and attend meetings. They have opportunities to start businesses along the roads strategically placed in stalls to access markets.

UNDP supported capacity of both men and women for financial and sustainable environmental/natural resources plans and strategies: Training was provided on various issues related to financial planning and management including financial proposal writing so that respective local government authorities (Muheza DC, Morogoro DC and Morogoro MC) in Tanga and Morogoro where about 70 (32 female and 38 male) could be able to access more funds from other sources for them to implement more activities related to management of environment and natural resources. There is no evidence that trainees now access more funds.

On the Extent to which national monitoring system, surveys and census are in place to monitor progress on poaching reduction and wildlife crime, UNDP supported a communication system that was installed at Ruaha National Parks to monitor all the movements of animals and easy communication in the parks where both men and women staff were capacitated to conduct monitoring and survey.

In order to increase percentage of land covered by forests, more women and men were introduced into the alternative income generating activities and use of the improved energy stoves. Miombo Woodland was highly protected and due to this a total of 82,185 ha is currently managed by Community based forest management (5085 ha) and joint forest management (77,100 ha), while 522,454 ha has been up-scaled by Tobacco companies. 63.3% of staff involving both men and women have updated skills for climate resilient Sustainable Forest Management. The factors contributing to success included support from partners like the Tobacco Company and from the regional Administration and the respective Local Government Authorities which were directly involved to the project activities.

A possible area to improve on transformative change is through the Securing Watershed project which could consider promotion of land ownership by women and youth (girls and boys), which may have changes in a way that manages the environment and simultaneously promote empowerment of women. In upstream of Zigi catchment where decision of land management is predominantly taken by men while women have access to land for cultivation⁴ there are multiple impact on access to food, education and access to money/household income.

UNDP support through the project, 'Strengthening Protected Areas Network in Southern Tanzania (SPANEST) led to the construction of a cultural business centre for Maasai women in Iringa. This has improved the livelihoods of the women and empowered them economically. Youth and Women have been highly empowered and promoted through the SPANEST tournament cup which involved youth in all communities around the protected areas (specifically, Ruaha National Park). Throughout the competitions, the message on the negative impacts of poaching and illegal trafficking was spread. Key

⁴ Ministry of Water and Irrigation, (2017), Securing Watershed Services through Sustainable Land Management in the Ruvu and Zigi Catchments (Eastern Arc Regions) Tanzania, Gender Diagnosis For Zigi Catchment Final Report, January 2017

informant interviewed indicate that the number of poaching has gone down but it was not possible to know by how much. The indicator is that less carcass is being found in the national park.

Output 2: Select districts and communities have their capacities strengthened in climate governance and sustainable energy access.

Through this output UNDP support was to effect change in number of districts with plans and strategies for enhanced resilience to climate change impacts; number of women in the targeted districts benefiting from climate change initiatives; number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women; and extent of energy efficiency, and/ modern energy coverage by users in targeted 28 districts.

Finding 17: UNDP strategy to address the energy and water nexus with solar and other technology options for energy efficient water pumping and provision of potable water and promoting adoption of clean cooking solutions was strategic in empowering women. Majority of results related to energy contribute to economic wellbeing as a result of engaging in time saving interventions that lead to an increase in access to livelihoods, resources and opportunities while at the same time reducing pressure on the natural resources.

UNDP contribution to the energy sector reinforced its relevance and effectiveness in responding to the country's needs through the implementation of the Tanzania Action Agenda which was prepared under the global and Africa regional Guidelines for Developing National Sustainable Energy for All requiring gender equality and inclusiveness. The action plan proposed as strategy to address the energy and water nexus with solar and other technology options for energy efficient water pumping and provision of potable water; and to promote universal adoption of clean cooking solutions.

UNDP support contributed to reduced pressure of traveling far distance in search of firewood and water. This released time for some other important economic activities, hence improving the living standards of women. Through the Watershed Management project, supported by UNDP, 3000 people have benefitted, 65% of them are women from a water-gravity project in three villages in Muheza district, Tanga. Over 30,000 people (14,400 women) benefited from safe and clean water through solar water pumping. Women were enabled to start income generation activities such as vegetable gardens and livestock keeping through the use of solar and wind-powered pumps. Provision of alternative farming has empowered women economically and also reduced pressure on the forests.

Through the project 'Capacity Development in the Energy Sector and Extractive Industries' (CADESE), UNDP support empowered more women to improve their livelihoods through increased access to water and energy sources while also building capacity for energy efficient cooking stoves. This is being achieved through micro-capital grants awarded to 18 NGOs in rural climate-affected districts.

UNDP support enabled Local Government partnership with an NGO known as HIMARU in Rungwe District that initiated and supported the group of underserved widowed women known as MWEPEA with biogas stoves to ensure proper access to improved energy solutions. Over 250 women in the area now save up to 5 hours per day. Women engage in important economic activities and improved their life standards by engaging on environmentally friendly activities. 4 biogas plants for the Mbeya Women Group Association, and a further 56 domestic biogas were installed throughout Rungwe district. This has reduced the dependence on charcoal and kerosene. The evaluation notes that although access to more modern energy alternatives will not necessarily lead to greater equality in gender roles, it can at least relieve some of the most burdensome and unhealthy aspects of their daily lives and expand the development options of women, their families and their communities.

Through the Miombo Woodlands project, capacities of three women groups in Tabora were strengthened on the establishment of sustainable village community banks, which led to livelihood improvements for women. This initiative also broadened access to credit and micro-finance with the creation of alternative sustainable sources of income. This has contributed to a wider economic development while also reducing pressure on the natural resources. The evaluation did not have information on the conditions for accessing credit and whether permission of men was required and whether greater incomes by women did not necessarily translate into more power and control over their incomes. This is an aspect worth monitoring for future similar project.

Output 3: Preparedness systems in place to effectively address the consequences of and response to natural hazards

Through this output UNDP support was to effect change in number of districts with early warning systems for man-made and natural hazards; and number of women prepared to minimize consequences of disaster.

Finding 18: Through UNDP support women in the targeted districts are benefiting from climate change initiatives and have used information for social economic activities such as Irrigation farming, crop farming, livestock keeping, mining and income generating activities enhanced wellbeing of the women as a result of accessing the information on early warning.

Notable achievements are through the project ‘Strengthening climate information and early warning systems in Tanzania for climate resilient development and adaptation to climate change.’ notable improvement have taken place in accessing early warning information on climate change and disaster risk management through support provided for capacity building of community members (men and women), small holder farmers, journalists and development of guidelines for local early warning systems simulation (EWS). Specifically, given their particular roles in agriculture, and the large number of female-headed households in project sites, the project ensured that women have a role to play in the early warning system, that they benefit from climate information that was relevant to them and their roles, and that the information was presented and transmitted in a way that is accessible to them, considering their specific constraints.

The population of 95,744 in Liwale district of which women are 49,615 and Men are 46,130 had direct benefits to project interventions and regularly receive weather and agrometeorological information for various social economic activities such as crop farming, livestock keeping and legal hunting etc. Similarly, in Arumeru District, the Population of 60,316 of which 27,372 are men and 32,944 are women in 6 wards Mbuguni, Shambarai burka, Majengo, Makiba, Maroroni and Nkoriasambu had direct benefits from project interventions. This has led, the population of the entire Meru District council of 306,352 of which men are 149,968 and women are 156,384 to regularly receive weather forecast, weather information and agrometeorological information and use the information for social economic activities such as Irrigation farming, crop farming, livestock keeping, mining and income generating activities.

The women have played a role of ensuring the information is disseminated equally to all communities regardless of gender. However, what is not clear at mid-term is how the information reached the poorest women who normally would not have radio and usually do not attend public meetings.

According to the Ministry of Water and Irrigation, women mainly receive information related to public announcements and notices through informal sources, popularly known as “mbiyu”⁵.

Women and men were involved in updating the local land use plans, district strategic development plans and district budget plans in light of emerging climate information, flood forecasts and economic scenarios in the project pilot districts.

Women and men were involved in the hazard analysis for Liwale and Arumeru Districts to determine the possible responses and actions to be undertaken to reduce the impact of floods and droughts and strengthening the early warning systems in the respective districts. As the impact of these analysis the project was able to develop the Rural Vulnerability Capacity Assessments reports for Arumeru and Liwale Districts and Emergency Preparedness and Response Plans (EPRPs) and Standard Operating Procedures (SOP) for managing droughts and floods for Arumeru and Liwale districts. The gender roles were fully articulated in these guidelines. Women and men were also involved in updating the local land use plans, district strategic development plans and district budget plans in light of emerging climate information, flood forecasts and economic scenarios in the project pilot districts.

Good practice is noted in output 3 whereby women were engaged in studies and in analytical process of highlighting gender issues. These included: the study that focused on collecting survey data on the use of climate/weather information and livelihoods options (agriculture, livestock, fisheries etc.) to estimate the impact of climate information on income and effectiveness of warning of floods, droughts and severe weather in Tanzania; the study that analysed economic costs and benefits of an early warning system at local level including data on economic losses avoided from the simulation exercise; the study that extracted lessons learned from project implementation by gathering local data on productivity, livelihoods, infrastructure assets, and undertaking assessment of economic productivity in Liwale and Arumeru districts.

In addition, women were included in developing the policy briefs for Liwale and Arumeru on the impacts of climate change on local development, as well as in the preparation of the report that summarises climate scenarios and flood forecast covering Ruvuma and southern Coast River Basin and Pangani River Basin and a study that has established a replication strategy including lessons learned, conditions for success and institutional considerations. The sample size established for all these studies considered gender roles and it was 50% of Women and Men participation in areas of consideration.

Noted challenges/ bottlenecks for outcome 2

- i. One of the biggest challenges is the cost of some of the technology. While solar technology is applauded by village members, the cost of installation is too high for many villages. According to an interviewee, the cost (which is paid at once) is 3.5 Million Shillings. This is possible only in very few households. The multiple benefits of solar energy is unquestionable and more importantly, it can address multiple needs of household members.
- ii. While the youth have been actively participated in banning poaching, there is no alternative ways of generating income for them. This threatens sustainability of the intervention. It is noted that in general, the project design did not focus on youth as beneficiaries of the project. It is

^{5 5} Ministry of Water and Irrigation, (2017), Securing Watershed Services through Sustainable Land Management in the Ruvu and Zigi Catchments (Eastern Arc Regions) Tanzania, Gender Diagnosis For Zigi Catchment Final Report, January 2017

unfortunate that the opportunity to do so were not tapped on. For example, the Energy Sector and Extractive Industries project built 4 biogas plants for the Mbeya Women Group Association, and a further 56 domestic biogas were installed throughout Rungwe district for women, nothing for youth (particularly boys, the assumption is that among the women, there are young women. However, this is an assumption that can be rebutted because the results are not age disaggregated).

- iii. Capacity for gender mainstreaming is still a challenge with stakeholders on “how to” mainstream on sector specific areas as opposed to general overview of mainstreaming.

2.3.5 Assessment of GEWE Results of Outcome 3

Outcome 3: National governance is more effective, transparent, accountable and inclusive

Outcome 3 corresponds to similar outcome under UNDP. The thrust of the outcome was to support: increase effectiveness, transparency, accountability and inclusiveness of the national governance; increase participation of women and girls in political and public life and election to leadership positions; and enhance prevention of and response to violence against women and children. UNDP CPD aim was to contribute to strengthening the National Assembly, improving equal access to justice and legal services, gender equality and inclusiveness in decision-making processes

Table 5: Performance of Outcome 3 on GEWE Results

Outputs	Final Score After Triangulation of data					Before triangulation
	A	B	C	D		Self-assessment by UNDP Programme staff (Refer to Annex 2 for indicators)
	Very good progress – meeting expectations	Good progress with moderate areas of improvement	Satisfactory with some notable changes required	Serious deficiency with significant improvement required	Comment on score not started/started in the last quarter	GEWE results -Achieved -on course -Not achieved
Output 1: Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation			X		Indicator 1.2 not started- UNDP does not support elections without an official request for support	Indicator 1.1 on course
Output 2: Citizens have improved access to and are better served by the justice system and human rights reporting		X			Indicator 2.2 and 2.3 not started. But good achievement on 2.1	Indicator 2.1 achieved.

Output 3: Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner				X	Output 3 and Indicator 3.1 not started	Not achieved
Output 4: Government has effective mechanisms in place to monitor and report on use of ODA and other sources of global development financing				X	Project implementation only started in the third quarter of 2018	Indicator 4.1 not achieved Indicator 4.2 on course
Output 5: Women have enhanced capacities to participate in electoral and decision-making processes at all levels.				N/A	UNDP does not support elections without an official request for support	Output 5 not started

The following section presents narrative analysis of performance towards CPD outcome 3 which also corresponds to UNDAF II outcome.

Three out of five outputs for outcome 3 have not started. One of these outputs had gender sensitive indicators with potential for great impact based on past UNDP experience: ratio of women to men participating as candidates in general elections; ratio of women to men in decision-making at all levels. It is still uncertain when they will start because in one output, the national electoral commission has not made a request to UNDP for support.

Output 1: Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation

Finding 19: UNDP Support has been effective in strengthening networking between the National Assembly, CSOs, private sector and research institutions that promoted discussions around GEWE. UNDP and UN Women support to the National Assembly led to enhanced capacity for Tanzania Women Parliamentary Groups and National Assembly members/committees.

As a way of strengthening the institutions, the UN Women and UNDP have worked with the National Assembly to develop the gender sensitive guidelines and toolkits that are used to assess bills, budget analysis, public hearings, field visits and CSO engagement. However, there is no adequate information on the extent to which the tools and guidelines have been applied in the work of national assembly. Likewise, it would be difficult to assess the impact of such an intervention in the absence of clear examples of how this work has contributed to change in gender responsive laws, policies, bills or regulations. What is evident is the availability of gender tools to facilitate constructive discussions in committees. The National Strategy on gender equality is being developed for National Assembly. This is a positive move as it ensures that resources to support the implementation of strategy will be mobilized. However, it is essential to ensure that as part of the programme, the strategy should be financed.

Partnership between the MPs, CSOs and communities has been strengthened on gender equality issues. The National Assembly facilitated dialogue and consensus building between the Parliament and the Civil Society Organisations (CSO) as well as structured forums, such as, Consultative Forum

that promoted discussions around GEWE. This activity led to public hearing on Finance Bill (2018) that engaged members of the Budget Committee and representatives of different civil society organizations such as Policy Forum, Wajibu Institute, Oxfam, Tanzania Gender Networking Programme (TGNP), Open Mind Tanzania, Sikika, Haki Elimu, Community Development for all and Tanzania Council for Social Development. This was a good practice as the local CSOs represent communities and amplified the issues affecting women, men, boys and girls. Some of these organizations such as TGNP are spearheading discussions on gender transformative policies, practices and processes such as gender budgeting. What was equally important was the actual budget analysis to detect irregularities and discrepancies. Selected committees were trained on gender on the process of bill scrutiny.

The Tanzania Women Parliamentary Group (TWPG) has continued to demonstrate growing capacity to launch debates on issues related to women's rights and gender equality. Because of this, evidence-based recommendations were tabled by Women Parliamentarian Members which influenced a tax waiver to the 2018 Finance Bill on female sanitary pads.

TWPD role has been instrumental in keeping the momentum on gender equality in Parliament. The group is engaged in the discussions with various parliamentary committees as well as ensuring that the discussions regarding gender equality is not overshadowed with other matters. Through UNDP, the TWPG has been supported to undertake exchange visits for learning purposes and they have also participated in the development of guidelines on how to engage civil society on issues of GEWE. Additionally, as part of this process, they have followed up the review of Land Act (Cap. 113) and will support the development of a specialised training as well as a mentorship programme.

Fifty (50) National Assembly members were trained on gender analysis. A comprehensive gender assessment of the National Assembly is planned in the near future that will clarify what needs to be done to improve the integration of GEWE. The assessment seeks to review and evaluate the institutional structures, operations and procedures of the National Assembly to influence gender sensitive reforms. This is a welcome initiative that is likely to speed up some of the activities within the National Assembly.

The UNDP in collaboration with UN Women is supporting a gender specialist to be based in the Parliament to support the committees by providing technical support. UNDP and UN Women are also supporting the HeForShe Advocacy Strategy that was developed and outlines objectives and approaches for men to support efforts towards GEWE.

Under this output 1, a key gender responsive result that was expected was to increase percentage of women of voting age who are registered to votes. The Government has not yet requested for UNDP support for elections hence this result is still pending.

Output 2: Citizens have improved access to and are better served by the justice system and human rights reporting

Finding 20: UNDP has provided technical and legal expertise to support the development and adoption of laws promoting women's rights and mainstreaming gender into national institutions. Support to the judiciary has led to development of legal aid policy and legislative and regulatory frameworks. Results in this area were also more often gender responsive and supporting the potential for more gender-transformative results. The UNDP support to the judiciary has built capacity of prosecutors, judges and police with notable changes on consciousness and knowledge to handle cases of sexual and gender based violence (SGBV).

The UNDP support has put emphasis on reinforcing the technical and operational capacity of justice institutions to deliver justice services effectively. This has meant that focus has not been placed on the service delivery component of the programme. The strategy is that once the structures are all in place and functional, the programme will now lay emphasis on service provision.

The approach to capacity development was noted as very practical and the trainees were trained on 'how to' leading to shift in the consciousness and awareness, as opposed to knowing without how to apply knowledge. The training of prosecutors in a survivor's approach to the prosecution of SGBV is contributing to addressing the culture of impunity which prevailed for cases of SGBV in Zanzibar. This approach to responding to SGBV sends a message of intolerance to perpetrators while inspiring confidence in the justice system. Evidence shows that given the limited knowledge and skills on investigation, this intervention was highly needed. There is still a high need for training for Shehia that have not been covered.

Training occurred across the sector, on reforms and on skill and knowledge enhancement; on the administration of the justice system (such as reform management, case management) and key areas of law (such as legislative drafting, cyber-crimes, prosecution and support for SGBV-related cases, contract negotiation, public interest litigation, legal aid service provision)

UNDP support to the judiciary contributed to the amendment of laws that ensured that justice is not delayed for SGBV cases. The evaluation was not able to find compiled statistics on the number of women bringing their cases to the formal justice system and cases that are successfully prosecuted.

The Evidence Decree, the Penal Code which has addressed SGBV by disallowing bail for SGBV crimes and the Criminal Procedure Act have attempted to address delays in the system by reducing the role of assessors to only capital cases and by increasing the jurisdiction of the primary courts. For the SGBV cases, this is a successful move in ensuring that justice is not delayed.

A Legal Aid Policy was developed through a participatory approach. The Zanzibar Law Society has also initiated efforts to review the Legal Practitioners Act aimed at improving legal aid services. Progress has also been made in the development and dissemination of resource materials for awareness raising around the Legal Aid Act. The Legal Aid Act regulation has been drafted and reviewed, and the finalised draft has been submitted to the Attorney General for his assent. There is no information on who had access to the information and whether women had access to the information given the fact that it is women that really need that information. It was not clear how many women and men received the information. In terms of the approach, there also there is a problem. A methodology that reached as many women as possible would have been more effective.

Output 3: Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner.

The planned project on anti-corruption initiatives has not yet been finalized due to changing priorities on the project outcome and changing leadership of key implementing partners. As it is, the output **gender neutral**. Since it is at design stage, there is opportunity to undertake gender analysis of corruption, particularly when corruption may be linked to power relations that could lead to sexual exploitation and abuse of women or men in accessing opportunities and resources hence deepening social inequality. Other issues that could be addressed are how UNDP support strengthens women's networks to improve transparency and accountability in service delivery, particularly at local levels and work with women groups, communities and non-governmental organizations to strengthen the

demand for budgetary allocation for GEWE as well as to monitor corruption and minimise effects on GEWE.

In a recent evaluation by UNDP (Global) 's Independent Evaluation Office on UNDP's work on anti-corruption a key finding was 'Finding 12: UNDP brought out publications highlighting the disproportionate impact of corruption on women, but there was little evidence that gender perspectives were analysed and linked to anti-corruption and accountability and transparency support. As will be seen in later chapters this lack of gender analysis did affect results of output 3 under outcome 3. UNDP anti-corruption and public administration programmes lacked a gender analysis that would inform programme strategies'.⁶

Output 4: Government has effective mechanisms in place to monitor and report on use of Official development assistance (ODA) and other sources of global development financing

Project implementation only started in the third quarter of 2018 meaning that only few activities have been implemented and it is too early to realize results. With support from UNDP, the Regional Government of Zanzibar/ MOFP has successfully completed a gender indicator mapping of the MKUZA III and SDGs. Further to this, a mechanism to report against these indicators at national and international level is being elaborated.

This evaluation notes that there is opportunity to assess and monitor financing for GEWE as part of ODA and other sources of financing. There are risks to development effectiveness from not adopting a gender perspective. These include the likelihood that women will not benefit equitably from expanded budgets; new institutions, systems and mechanisms will be developed without recognizing their gender dimensions. There is need for commitment to financing to implement gender equality goal 5 of the SDGs from all sources, at all levels. The project need to be cognisant of the Addis Ababa Action Agenda on Financing for development, paragraph 53, "We encourage partner countries to build on progress achieved in ensuring that ODA is used effectively to help to achieve development goals and targets.....We urge countries to track and report resource allocations for GEWE"⁷.

Output 5: Women have enhanced capacities to participate in electoral and decision-making processes at all levels.

This was a key gender responsive output identified under outcome 3. However, support to electoral processes has not started as a request for UNDP support to the coming 2020 national election has not yet been received from the National Election Committee (NEC) and the Zanzibar Electoral Commission (ZEC) and therefore UNDP has not developed support to Electoral Management Bodies as of the mid-term evaluation.

The other gender responsive result that was expected was ratio of women to men in decision-making at all levels. There was no evidence of progress on this through UNDP support. However, in the process of interviewing UNDP partner (Association of Tanzania Employers) on the global compact, the evaluation did come across a good practice on capacity building of middle female managers to increase the number of women in decision making. The association expressed interest to work with UNDP to expand the initiative across private and public sectors.

Noted challenges/ bottlenecks for outcome 3

- i. UNDP support to the National Assembly had some gaps in performance in terms of gender mainstreaming. The project did not deliver as well as it should have done on important priority

⁶ UNDP/evaluation resource centre

⁷ Third International Conference on Financing for Development. Addis Ababa Action Agenda. July 2015.

area of gender inclusion. This was mainly due to the delayed conclusion of the gender audit as well as the gender and HeForShe strategies. It was anticipated that the gender audit would pave the roadmap on how to address gender in the programme. However, this was not the case, nor was the implementation of the HeForShe strategies. According to the programme officers, there are work plans to get the activities moving forward. UN Women's decision to fully fund a gender specialist on a full-time basis should go a long way in putting gender analysis and mainstreaming back at the centre of the project.

- ii. While there are activities that are targeted at strengthening gender mainstreaming there is little evidence to show that GEWE is being consistently measured and documented. For example, it is expected that all the work of the TWPG would be documented, likewise the CSOs and MDAs. Likewise the work of specialised committees such as the Parliamentary Budget Committee (PBC), Public Accounts Committee (PAC) as well as Local Authorities Accounts Committee (LAAC) in terms of GEWE. Without the specific evidence of the actual impact it is difficult to measure extent of integration and mainstreaming.
- iii. There are laws that undermine the effective functioning of the justice system. Examples were given where according to the Islamic Law, marriage is allowed at 16 years.
- iv. There are cultures that condone forced marriage as well as sexual abuse because of failure to analyse power relations that would allow for full and equal participation of women in decisions that affect them. As a result, a victim may choose not to report due to pressure from the family, or if reported, the witnesses refuse to give evidence, or families decide to settle the case out of court and marry the child to the perpetrator. Witness protection was noted as an omission which was not factored into the programme of support.
- v. Lack of gender analysis of anti-corruption project and lack of gender analysis of financing for GEWE through ODA will be missed opportunity.
- vi. Outputs 3 and 4 are lagging behind while there is uncertainty on whether or when output 5 will be developed into project

2.4 Efficiency

SCORE=B- Good progress with moderate areas of improvement

Finding 21: Efficiency is not just about timely delivery of resources but also the appreciation that UNDP intervention led to reduced time burden of women to fetch water and firewood Joint programmes are appreciated as efficient. The findings of the Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania study is a good indicator that projects funded by UNDP can be cost effective; value for money could be enhanced by strengthening marketing and reducing time taken to get perishable products to the market; While value for money agenda is not just about cutting costs, cost saving measures are noted in the approaches used with less classroom and more practical onsite training.

Efficiency is also not just about timely delivery of resources but also the appreciation that UNDP intervention led to reduced time burden of women to fetch water and firewood and enable them contribute more effectively towards project results as well as their own productive activities. Improved stoves can also positively impact public health, women's empowerment, education and environmental management.

Joint programmes

Three joint UN programmes have been initiated to enhance efficiency, plan and implement joint programming, enhance multi-stakeholder partnerships. The Kigoma Joint Programme is appreciated by stakeholders. Key informants indicate that the 'jointness' offered opportunity to work together within each agency's mandate; led to streamlining activities, complementing efforts, optimisation of resource use, improved intra-UN communication and inter-communication with government as well as well coordinated field visits and sharing of office space. The evaluation notes that these are key lessons of success that UNDP should encourage within the UNDAP II. It does come with some challenges that some components of the programme attract funding more than others.

Cost Benefits and Value for money

The findings of the study on 'Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania,' is a good indicator that projects funded by UNDP can be cost effective with profound transformative benefits. There is not only short term gain in livelihoods of women and men but foundation is laid for long term gain in the more sustainable use of natural resources and improved climate resilience which will save the country its natural resources.

The evaluation finds missing link in the 'Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania' study - whether inputs (bee hives, Fish cages, biogas inputs etc.) are obtained at the appropriate price and quality. This evaluation did not look into the assessment which would involve looking at both the robustness of the procurement processes through which inputs are obtained and the resultant project unit costs per woman. An analysis of cost-effectiveness also needs to capture the impact/outcome for every \$ spent. The information on incomes earned is not readily available. These aspects would best answer efficiency of the nature based investments.

Value for money could be enhanced by strengthening marketing and reducing time taken to get perishable products to the market. There was an isolated example but very important. UNDP interventions were very successful in diversifying farmers into agricultural food production instead of tobacco but failed to link up the farmers to market on time. The farmers produced tomatoes which are highly perishable before he could establish the market. The local district government officials provided information on availability of market. Access to markets, if not taken into account can sometimes be counterproductive. The women and men engaged in fish-cage farming and agricultural produce in the six pilot districts and other UNDP supported projects are engaged in perishable products that require quick access to markets.

Capacity building

While value for money agenda is not just about cutting costs, cost saving measures are noted in the approaches used with less classroom and more practical onsite training appreciated by stakeholders, as less costly and delivering results. District-based personnel from relevant government departments delivered on-sight practical training on aquaculture, apiculture, biogas production, and energy saving cook stoves, anti-pouching activities and training of women on branding and strategically placing produce along the roads for access to market. These approaches are appreciated by stakeholders, as less costly and delivering results.

Timeliness of delivery

There were mention of some delays in delivery of by partners such as the slow delivery of the project's gender mainstreaming and women's empowerment priorities. Whereas the project is designed to ensure that gender is fully mainstreamed in all the project activities, and also that the institution's policies, structures and methods of work are gender sensitive, delays in finalising the gender audit and the related gender, and HeforShe strategies, have resulted in limited progress on delivery towards gender mainstreaming and women's empowerment.

There have also been some late formulation of projects and implementation arising from both time taken by restructuring the government as well as long period of transition to have UNDP senior management of board. Other delays are specific to the nature of the organisations, for example, the fluid nature of the National Assembly's calendar and delays in decision-making have had some impact on scheduling of some key project activities like National Assembly taking longer than expected to approve the gender audit and assessment as well as the gender and HeforShe strategies.

The evaluation also note that some short term delays are for long term benefits and were accepted by UNDP CO. For example, the Kigoma Joint Programme where the local authorities positively advised UNDP to have concrete and tangible results, adjustments were made or where UNDP was ready to support social protection framework and the government advised for development of social protection policy first.

Efficiency is also not just about timely delivery of resources but also the appreciation that UNDP intervention led to reduced time burden of women to fetch water and firewood and enable them to contribute more effectively towards project results as well as their own productive activities. Improved stoves can also positively impact public health, women's empowerment, education and environmental management.

2.5 Sustainability

SCORE=B - Good progress with moderate areas of improvement

Finding 22: Sustainability involved assessing the likelihood that results of UNDP interventions will continue to be enjoyed by men and women in the long term and that gender issues mainstreamed therein will be sustained. Gender mainstreaming cuts across three outcomes and many sectors, it is therefore difficult to make an aggregated opinion of sustainability while at the same time being objective. However commitment by the Government and some interventions by the UNDP are showing potential for sustainability.

Enabling Environment and government ownership

Over the period, 2016 to 2018, there has been progress for an enabling environment for possible real change for GEWE in the country. There is seriousness on the part of URT to advance GEWE such as by participating and contributing to international GEWE conventions and reporting obligations (for example CEDAW);

The evaluation found that the government has integrated gender equality in the government budget guidelines for 2018/19. GEWE is one of the key priorities for this year's budget allocation for national plan of action on violence against women and children. According to the Two-Year Report on the status of the Implementation of CEDAW Committee, the government allocated the following amounts:

- The MCDGEC – 37 billion Tanzania Shillings
- Ministry of Local Government Authorities – 3.9 Billion Tanzania Shillings
- Women Empowerment Fund – 28.4 Billion Tanzania Shillings
- Other Ministries – 13.6 Billion Tanzanian Shillings

However, the availability of these resources is not always guaranteed. Reports show that full funding may not be enough.

There is willingness to implement gender mainstreaming in programmes across sectors. There is the establishment of Institutions to coordinate and monitor GEWE –MCDGEC. The government has developed a National Plan of Action (NPA) for violence against women and children (VAWC) and

coordination guidelines of 2018 and decentralised the implementation of the NPA VAWC including GEWE. The government established gender focal persons in Ministries, departments and agencies (MDAs) as well as Gender Macro Working Group to ensure follow up and monitoring of gender mainstreaming in policies, programmes, plans and budget. This year alone, a total of 85 Budget Officers, Directors and Assistant Directors were trained on gender responsive budgeting.

The UNDP partnerships developed and implemented to ensure the sustainability of the project's results among the target groups remain mostly with the government at local government authority level. CPD projects are well linked within the government system at regional and local level. Through these linkages, the projects are able to build local capacity that would provide a good platform for continuation of support to beneficiaries. Significant level of ownership was observed with regards to the objectives of the outcomes.

Interventions with potential for sustainability

Sustainability refers to the likelihood that achievements relevant to GEWE will be sustained after the funding period, including ownership by beneficiaries, the extent to which their strategic needs have been met through the outcomes and the extent to which capacity has been built to sustain the impact of the outcomes. Key informants interviewed saw sustainability as a long term plan and not possible in the short term where institutional capacity for GEWE is still being strengthened.

Most of the GEWE interventions and results within CPD are aligned to national priorities and strategies of the Government, therefore, it can be reasonably assumed that they should be sustained in the long term. In relation to all outcomes, successful mainstreaming of GEWE in plans, policies and strategies and institutional capacity development have a high likelihood for sustainability once firmly institutionalised within the government planning and implementation cycles and implemented.

At the level of results, there is evidence that women taking cases of SGBV to courts and demanding their rights can be sustained even when funding ceases. Strengthening of the competencies of individual women group members and community members and the knowledge base on farming technology, empowering women for nature based enterprises through environmental management will continue to be utilised in their enterprises; The women's caucus is likely to remain an active voice on women's issues in the Parliament in the foreseeable future and is likely to continue influencing the debate and deliberation of gender issues. Prosecutors and police have knowledge and skills that can be sustained overtime. Awareness among men and women around the water sources and improved water resources management is sustainable. UNDP approach of reducing the time burden of women in fetching water, firewood, fishing, energy efficient cooking stoves solar systems installed; business stalls for women enterprises all have potential for sustainability.

Alternative Partnerships for financing GEWE

With UN support, a high-level development dialogue process was held between the government and Development Partners which reviewed the aid architecture for inclusion of private sector and CSOs. A development corporation framework document was produced that will facilitate renewed focus on effective dialogue with new actors and new financing. UNDP utilized its comparative to support the Regional Government of Zanzibar to facilitate a meeting with the Donor Partners.

The Government and development partners agreed to review the Development Cooperation Framework (DCF), formally approved in July 2017 with technical support from UNDP, acting as a convener among development partners. The DCF provides the strategic framework that will enable an effective development dialogue with potential new actors, thereby increasing inclusivity, offers scope for new development financing and will enhance mutual accountability between Government and partners.

3.0: Conclusions, Lessons Learned and Recommendations

3.1 Conclusion

i. UNDP Positioning

Senior Management and staff are committed and receptive to gender mainstreaming. Some valuable groundwork and foundations have been laid. UNDP built strong foundation for gender mainstreaming through planning processes such as: developing gender equality strategy; gender seal action plan; while such processes are important they are the means to achieve gender equality results rather than results themselves. Balance is needed to implement the gender seal action plan and devote more time to gender responsive results. The gender equality seal is an effective tool to help the CO fine-tune strategies, identify and address gaps and challenges, document innovations and showcase the impacts of interventions for gender equality.

UNDP CO has taken promising and positive steps to create a supportive environment for ensuring that gender equality perspectives are systematically incorporated in its programmatic and operational structures. However, some weak areas are noted in area of knowledge management for GEWE and need for 'how to' capacity building.

ii. Effectiveness

UNDP found a balance to deliver on soft support (mainstreaming in policy, plans) and hard issues – economic empowerment, livelihood support, provision of equipment such as solar pump and drilling water. The latter have potential to directly change lives. UNDP projects/outputs have provided a strong foundation for the women groups and communities in income generating activities. The projects/outputs have contributed to women's economic empowerment in a tangible manner and it has strengthened the ownership and confidence in undertaking viable economic development activities but the scale is still small and emerging.

There remains a significant capacity deficit for use of sex-disaggregated data and gender analysis to inform results on a routine basis to identify different experiences, priorities and needs in relation to the design and results of outputs/outcome.

Partnerships among the UN for DaO to advance GEWE are appreciated by stakeholders. UNDP's support has been strategic and expanded its gender equality support beyond the traditional gender machinery by working with key Ministry of Finance and Planning; Ministry of Water and Irrigation in strengthening accountability for gender results through capacity of institutions.

iii. Efficiency

Key informants interviewed about a number of projects, particularly around Outcome 2, indicate that projects led to women's empowerment and participation in leadership positions, women are now perceived as self-reliant and hard working. In some cases the projects led to reduction in cases of GBV. Women are now allowed to attend women's groups; most people appreciate the programme due to noted benefits; etc. All of these are results that contribute to improving the cost effectiveness of the projects.

iv. Sustainability

The UNDP has worked with the host government to ensure strong ownership and leadership of the programme both at national and local levels. This ownership is strong and creates an unquestionable

level of durability of the effects. The strong leadership and ownership is a key barometer for reasonable handover to the host country. The activities supported by the outcomes were complementing what the districts were supposed to be doing.

3.2 Lessons Learned

- i. Advancing gender equality at national level is the product of a complex web of forces and cannot be addressed by isolated interventions by UNDP or Government Institutions alone. UNDP's intervention is just one element in the mix of factors that influence change on national indicators such as Indicator 1.2: percentage of women of voting age who are registered to vote and ratio of women to men participating as candidates in general elections and the UNDP is only a small lever of change. Therefore, CPD design set higher level national indicators that could only show its intermediary contribution as change progresses from output to Outcomes. The complexity is that achieving these gender responsive results requires multiple actions and actors such as women's participation in elections, legal instruments, women's advocacy, changing social norms and economic empowerment and introduction of gender quota.
- ii. In supporting development of gender responsive policies, UNDP may not have control of the process and the timing to be able to achieve the outcomes within a five year CPD.
- iii. GEWE initiatives are dealing with social norms and entrenched behaviour at national or local levels that require UNDP to deal with any emerging drawbacks. Advancing GEWE means dealing with institutionalised practices and normalised conduct.
- iv. Although there are cases where outputs/projects were not formulated in a gender sensitive manner, disaggregated gender results did emerge implying that even when the design of projects is weak from a gender lens, there is a possibility to turn things around at the implementation and reporting level with substantive results.
- v. Allocation of resources through the gender marker is not always commensurate with gender sensitive results. Tracking of expenditures need to be ensured to have a true picture of results achieved.
- vi. There is need for a theory of change for gender mainstreaming and women's empowerment. Because of this gap, there have been intervention that are not geared towards an agreed road map. As a result, there are ad hoc and sometimes unplanned efforts to address gender equality, for example, an emphasis on numbers as opposed to results. The UNDP needs a theory of change that is particularly geared at changes in transformative gender relations and status of women.
- vii. While 50% of the beneficiaries of projects are women (particularly demonstrated in the pillar on environmental and climate change). The approach should be more transformative.
- viii. While the use of new technology enhances the protection of environment and at the same time ensure sustainable uses of resources, it is important to assess the cost benefit and the ability of beneficiaries implement the project ideas. For example, the use of bio gas for cooking is highly needed, but it is too expensive for most of the households in villages. It is important to UNDP to assess what is suitable and yet for affordable for communities. The most cost-effective modern technology should be adopted and at the same time, ensure that the technology responds to the gender needs of women and men, for example the energy saving stoves.
- ix. While women have demonstrated ability to manage the roles of leadership in water association, it is important to reconsider the 30/70 percent. Currently, women are doing very well, while it is true that some of the associations have more than 30%. Women are in most cases less than 30%. It is important to advocate for the women's role in this sector and

particularly, how to engage women in processes and decisions regarding the water resources. Related to this, there are few registered VICOBA which results in less access to financial services. The UNDP therefore has an opportunity to ensure that these VICOBA are registered and are accessing various services, including financial services. Some of the VICOBA have been evolved into community banks but have not been registered. Under the UNDP regulations, they are not allowed to facilitate to become fully fledged independent institutions. For purposes of re-evaluate the work of the UNDP, it might be relevant to assess the need to change the policies given the changing the context.

- x. It is important to practice cross-pillar learning, for example, under the environment pillar, the youth are actively engaged. This is however missed in other pillars. In the environment pillar, youth are engaged in honey processing and other activities.
- xi. While the support to accessing justice is making a difference, there is need to evaluate the need for a comprehensive approach in addressing the needs of vulnerable and poor communities under the TASAF programme, as well as the Legislative project. For example, there is need to enhance the changing behaviour of judges/magistrates regarding GBV. With the increasing number of women and children accessing justice, there is need to be a group of judges and magistrates that are bold and knowledgeable of human rights and in particular GBV and VAC. What the UNDP can consider is to follow up on the issue of sexual abuse and instil a new culture in the legislation as well as the enforcement of rights of victims of sexual violence.
- xii. TWDP has been a very instrumental actor in changing the landscape of legislation in Tanzania. However, this group is informal and its support is not consistent and assured. What the UNDP should consider where TWDP can make it into a mainstream committee where the role would be to ensure that all the gender equality and women empowerment interventions are followed and implemented.
- xiii. There are some fundamental issues that need to be addressed under the access justice programme, for example, how to enhance witness protection. This is not addressed under the programme but affects the implementation of the programme. In addition, other cultural and faith issues need to be addressed in order to understand the gender dynamics. For example, in Zanzibar, while the law is impactful, the community members are more compliant to the culture regarding the age of marriages as well as GBV and ownership of assets by women. The whole of the issue of conflict of laws need to be evaluated in term of gender equalities. For example in Zanzibar, there is something called legal rape (that is where there is consent by women to be raped, that is where there is evidence that there is a close relationship between the two.)

3.3 Recommendations

Table 6 presents the key actions recommended at mid-term. The recommendations cut across Tanzania Mainland and Zanzibar.

Table 6: Recommended Actions for GEWE at Mid-Term

Recommendations	Importance (High or Medium or low)	Resource implications
Recommendations for UNDP Strategic Position to advance GEWE		
1. The CO need to aim at 'Going for gold' certification. The gender equality seal is available for regular monitoring hence the CO needs to undertake periodic internal assessment to stay on course. The CO can learn from reports of those countries that were certified gold to improve on weaknesses. The country office should continue with gender mainstreaming efforts and ensure full integration of GEWE components in all its programmes. Specifically:	High	Does not require financial resources
i) Revise the CO GES and CO Gender Seal Action Plan to accommodate actions required from the Corporate GES as well as the recommendations from this evaluation and agree on who will take action by when and cost implications.	High	Does not require financial resources
ii) Partnerships: Continue to translate into action at country level, the common chapter in the corporate Strategic Plan of four agencies, UNDP, UN Women, UNICEF and UNFPA.	High	May require financial resources
iii) Consider recruitment of dedicated gender specialist/analyst.	High	Requires financial resources
iv) The area of knowledge management is critical for gender equality. Any future CO communication plan/strategy should integrate how it will effectively communicating gender equality results for UNDP and provide guidance on gender sensitive language. Documentation of gender results should be regular and not wait for ROAR - Consistently disseminate GEWE good practices across CO staff, UNCT, partners. For example, there is need to document and disseminate widely on how women as well as men have addressed challenge related to climate change.	High	Requires financial resources
v) Ensure Staff are constantly updated on channels of reporting sexual exploitation and abuse including the planned establishment of a free, 24-hour, international and confidential helpline by UNDP New York.	High	Does not require financial resources
vi) In DaO, the CO should continue strengthening staff capacity and add value to gender mainstreaming in outcomes by making good use of other UN agency specific tools and courses for GEWE. (see link https://trainingcentre.unwomen.org/course/index.php?categoryid=1)	High	Does not require financial resources
Recommendations for Effectiveness of CPD strategies		
2. Mainstream gender analysis in design, implementation and monitoring. Pay more attention to timely gender analysis of projects being formulated during the remainder of the CPD period and where there are gaps ensure gender analysis is completed during implementation.	High	Requires financial resources
3. Map out gender statistics required for monitoring GEWE contributions to the CPD and compile in a systematic and consolidated manner to give the big picture at outcome level and not just limited to project level	High	Does not require financial resources

Recommendations	Importance (High or Medium or low)	Resource implications
4. Gender Marker requires continuous learning by new programme staff. The CO need to consistently and periodically update the coding for any changes taking place during implementation as well as during closure of projects.	High	May require financial resources
5. Improve the way gender results are captured - Make effort to disaggregate results by sex beyond counting numbers or percent of male and female and showing gender responsive change. Include qualitative results where progress has been made in changing gender roles, social norms and gender social relations. There is room for improvement and going beyond numbers and addressing whose capacity changed at the level of an entity, organization, group or system and what capacity changed.	High	Does not require financial resources
6. The UNDP should consistently address interventions linked to reducing impact of social cultural practices that hamper progress on gender equality- strengthen partnerships and collaboration with custodians of culture such as traditional and religious leaders in both Tanzania Mainland and Zanzibar.	High	May require financial resources
7. Continue to balance dual approach of gender mainstreaming and gender specific: Enlist men as agents of change for and champions of gender equality- Gender mainstreaming implies including women, but does not imply excluding men. Gender analysis is needed to inform any programming design process to identify any male-based gender issues that make men and boys particularly vulnerable in a given context, as well as ways to engage men and boys as actors to promote and support increased gender equality. Involve men and boys in efforts to remove gender-based barriers and strengthen gender results as opposed to women only results except where inequalities are more glaring for women.	High	May require financial resources
Recommendations specific to outcome 1		
1. It is pertinent that mainstreaming is strengthened at the local government level to ensure adequate provision of financial and human resources for planning and implementation of GEWE results	High	May require financial resources
2. The planning-budget interface will require partnerships be strengthened with UN Women who indicate that they are already working on the gender responsive budgets	High	May require financial resources
3. Timing of engagement in the National Budget process is crucial to determine entry point for gender budget allocation that is linked to plans. UNDP support for Gender Responsive Budgeting tools are being developed for the National Assembly to assist in gendered budget analysis and training for selected committees. This should be strengthened as committees play critical role in approving budgets.	High	Does not require financial resources
4. Timing of gender mainstreaming is key in achieving results in policy formulation. This is important for gender mainstreaming in the upcoming social development policy not to be an “add on” exercise. Mainstreaming in ‘where the river is flowing’ is an opportunity for UNDP that improves relevance. Hence, UNDP need to be strategic and use the draft social protection framework in place to inform the policy development.	High	Does not require financial resources
5. The UNDP CO should ideally be aware of which policies, plans or strategies are in the pipeline within the CPD period and identify where it wants to make a difference. In the absence of this, ad hoc or ‘add on’ response to gender mainstreaming without gender analysis could be the norm that also makes it difficult to hold UNDP accountable.	High	Does not require financial resources
6. Economic empowerment focusing on expanding the reach and financial base through micro-finance has not been fully exploited and could be prioritised.		May require financial resources

Recommendations	Importance (High or Medium or low)	Resource implications
The Continuous linkages between business enterprises, finance and access to markets needs to be up scaled and sustained.		
7. UNDP should encourage mentorship programmes for entrepreneurs across regions and districts to open space for entrepreneurs to learn from one another, example on how to use energy saving stoves, beehives, solar pump. It is not clear how women entrepreneurs are learning from each other.		May require financial resources
8. Achieving GEWE has to be strategic and framed within a broader rapid assessment of markets to strengthen market linkages for the women groups based on production of what would likely be on high demand, study possible risks that perishable agricultural produce are exposed to and integrate marketing and value addition into the design. A clear plan for value addition and marketing is required at the beginning of the project.	High	Does not require financial resources
9. Ensure the implementation/practical use of the numerous studies focusing on GEWE under outcome 1	High	May require financial resources
10. Global Compact: There is need to share practices from different countries on experiences of implementation on how to integrate gender equality and gender empowerment in global compact. Currently, UN is already negotiating with some of the partners (Alpha Associates and ATE) on how they can share the best practices.	High	May require financial resources
11. Strengthen institutional capacity of TASAF for gender mainstreaming, including how to address issues of cultural barriers to women's full participation in socio-economic activities; sensitize and build the capacity of TASAF staff and PSSN implementers at all levels in gender analysis and the application of gender mainstreaming tools and put in place gender mainstreaming systems and mechanisms in TASAF, including recruitment of Gender Specialist or appointment of Gender Focal Point with gender competencies. Part of this support to TASAF should be targeted at supporting the action plan on gender mainstreaming that is partly supported by Bill and Belinda Gates.	High	Resources required
Recommendations for Outcome 2		
1. Include gender indicators that address the strategic and other needs of women, girls, boys and men in the Log frame/projects which includes gender-disaggregated indicators.	High	Does not require financial resources
2. Upscale energy efficient cooking techniques as they are more adaptable and there is evidence that this technology has been successfully applied in Tanzania compared to domestic biogas		May require financial resources
3. Ensure the implementation/practical use of the numerous studies focusing on GEWE under outcome 2.	High	May require financial resources
4. As an exit strategy for the project, it is important to re-evaluate the sustainability of installation of solar energy.	High	May require financial resources
5. While continuing to strengthen justice institutions, address demand for access to justice by women and men, particularly with regards to SGBV	High	May require financial resources
6. Design youth income generation activities that will attract girls and boys and at the same time protect the environment and biodiversity (depending on what is relevant for each of the sex). New opportunities such as support to promoting the domestication of the Africa Mining Vision (AMV) in Tanzania can be an avenue for youths to actively engage related activities in mining areas.	High	May require financial resources
Recommendations for Outcome 3		

Recommendations	Importance (High or Medium or low)	Resource implications
1. Electoral process is a cycle, hence while a process should start to negotiate with the government for electoral support that will include implementation of gender specific indicators within the big picture of support to elections, UNDP has opportunity within the project for support to National Assembly to speed up gender mainstreaming and provide support to elected women. This requires speedy implementation of the gender audit and assessment of the National Assembly that was completed, along with a gender strategy and action plan as well as a HeforShe strategy. These components have negatively affected the rating for UNDP contribution to gender mainstreaming results within the National Assembly.	High	Require financial resources
2. Undertake gender analysis of upcoming projects <ul style="list-style-type: none"> - anti-corruption and learn from the recommendations and management response of corporate evaluation of UNDP's contribution to anti-corruption and implement what is appropriate to Tanzania in addressing gender issues of anti-corruption - Undertake gender analysis of financing for GEWE as part of ODA project 	High	Require financial resources
3. It is not enough to enact laws and have strong institutions. UNDP could support Tanzania efforts to strengthen women's access to justice in formal and informal Systems. This includes the promotion of the legal empowerment of women; and engagement of religious and traditional leaders on women's rights.	High	Requires financial resources
Recommendations for Efficiency and Sustainability		
<p>-Continues investment should be dedicated to staff and partners training on "how to" thematic gender mainstreaming expertise beyond basic awareness. For example, in UNDP operations - how to mainstream gender in human resources, in procurement, in finance and others. A coherent programme approach to gender equality can be developed within each thematic area or sector of work. Training should move to the level of "how to" in thematic and customized areas such as gender mainstreaming in climate change; gender mainstreaming in elections; gender mainstreaming in poverty. These are more practical with greater benefits. Training should be followed up with assessments of effectiveness of application of skills, such as after training women in business what changed.</p> <p>-Replicate and scale-up the best practices and lessons learnt from the pilot project interventions (aquaculture, apiculture and biogas production).</p>	High	Requires financial resources

Annexes

Annex 1: Terms of Reference

TERMS OF REFERENCE

THEMATIC EVALUATION OF UNDP'S CONTRIBUTION TO GENDER EQUALITY AND WOMEN'S EMPOWERMENT AT MID-TERM STAGE OF IMPLEMENTATION OF THE COUNTRY PROGRAMME DOCUMENT 2016 – 2021

INTRODUCTION

In 2018, United Nations Development Programme (UNDP) Tanzania Country Office will conduct an independent thematic evaluation at mid-term stage of its Country Programme Document (CPD) implementation, to evaluate its contribution to Gender Equality and Women's Empowerment (GEWE) in Tanzania. The reference material for the evaluation will be the UNDP Country Programme Document (2016 – 2021) and the projects thereof. This evaluation will assess the overall progress made by UNDP in mainstreaming gender and the organization's contribution to development and institutional change in gender equality and women's empowerment in the country.

BACKGROUND

Gender equality and the empowerment of women are recognized as integral to successful human development and fundamental aspects of women's human rights. They are major themes in the global commitments emerging from the world conferences of the 1990s and first decade of the 21st century, including the Fourth World Conference on Women and its follow-up, the Millennium Declaration and Millennium Development Goals. This has been further enshrined in the Sustainable Development Goals where there is a specific Goal 5 on GEWE and current UNDPs global Strategic Plan 2018-2021.

In line with these commitments, UNDP adopted gender mainstreaming in all its activities across the board. For UNDP gender mainstreaming means supporting partners to develop, implement and assess all development efforts through a gender lens to ensure that they reduce, rather than exacerbate, gender inequalities. Reducing gender gaps in health, education, labour markets, access to finance, employment opportunities and other areas results in improving women's position in society, as well as in lower poverty, higher economic growth, greater productivity, and more resilient communities. The Tanzania CPD 2016-2021 adopted a gender mainstreaming approach whereby instead of having a standalone gender outcome, it was made a significant objective in the three outcomes. The development challenge analysis of the CPD underpins the gender differences and provides sex disaggregate data showing how women and men are impacted differently by the prevailing conditions. The programme theory of change also shows how the proposed interventions will impact the two groups and how change will be measured.

Projects formulated under each outcome and outputs have been assessed to have at least a Gender Marker of GEN 2 – whereby gender equality is a significant objective of the project. For projects that

had rolled over from the previous CPD, they were reviewed and revised in subsequent years of implementation, to ensure that they meet at least GEN 2 level by adjusting their interventions. It is against this background that this mid-term thematic evaluation is being undertaken to assess how successful have the interventions implemented under the current CPD been in improving the position of women, reduce the level of inequality and increased level of women's empowerment.

PURPOSE

The purposes of the evaluation is to assess UNDP's contributions to gender equality and women's empowerment in Tanzania during the period of 2016 – 2018 where the CPD is half-way through in implementation. Furthermore, it will also assess the extent to which the gender mainstreaming strategy has been used in the CPD outcomes and how it has functioned to assist UNDP to achieve the gender intended results. The evaluation is expected to identify bottlenecks and lessons that can be applied in the programme outcomes to ensure that the gaps remaining are addressed in the period of 2019-2021 when the CPD comes to an end.

SCOPE

The scope of the evaluation is aligned with the CPD 2016-2021 whose objective among others is to advance gender equality through, (1) initiatives that support gender equality and the empowerment of women, and (2) mainstreaming gender throughout the three outcome areas of Inclusive economic growth and poverty reduction; Environmental sustainability, climate change and resilience; and Inclusive democratic governance.

EVALUATION QUESTIONS AND CRITERIA

The evaluation questions below will be assessed using the four evaluation criteria of relevance, effectiveness, efficiency and sustainability:

1. Has UNDP contributed to gender equality and women's empowerment development results?

- How effective has UNDP been in contributing to development results that are gender responsive⁸?
- What evidence is there to show UNDP's contribution to GEWE in each of three outcomes of the CPD?
- To what extent has UNDP contributed to development results being gender transformative⁹?
- What is UNDP's value added in promoting gender equality and women's empowerment results?
- How has UNDP used partnerships to promote GEWE at national and sub-national levels?

2. Has UNDP integrated gender mainstreaming in the design and implementation of the CPD at the policy, technical, and institutional levels during the period 2016 - 2018?

- How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results?

⁸ Gender responsiveness implies consciously creating an environment that reflects an understanding of the realities of the lives of women or men within their social setting.

⁹ Making results gender transformative means considering not only symptoms of gender inequality but also how to produce results that address the social norms, behaviors, and social systems that underlie them.

- How effective has UNDP been in building gender equality capacity and accountability frameworks both in-house and with counterparts involved in CPD implementation?
- To what extent is gender equality integrated in the country programme implementation in terms of the design of its outcomes, outputs and projects?
- How adequate is gender results planning and budgeting in the country programme?

3. Where/how have UNDP's institutional changes (in particular the Gender Seal process) results been the most and least successful in improving gender equality and women's empowerment development results?

- To what extent has UNDP's gender seal process and its action plan contributed to the achievement or lack of achievement of gender development results?
- What are the key factors contributing to gender equality and women's empowerment results?
- To what extent has UNDP improved/ strengthened its gender analysis and gender equality results at the output and project levels in each of the 3 outcomes?

Methodology

The Gender thematic evaluation will be carried out by a team of external evaluators (see page 5 for the Evaluation Team Composition and Required Competencies) and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, UN sister agencies, academicians and subject experts, private sector representatives and community members.

The thematic evaluation is expected to take a "theory of change" (TOC) approach with a specific focus on the gender dimension of the CPD development challenges, the causal links and the mainstreaming interventions that UNDP has supported and observed progress in the gender theme in CPD implementation at national and local levels in Tanzania. The evaluators will develop a logical framework model of how UNDP interventions are expected to lead to improved situation of women, reduction of marginalization and increased GEWE.

The evaluators are expected to analyze the TOC described in the CPD, the results framework and the corresponding projects, to determine how coherent/relevant these are to the attainment of the desired gender results of the CPD and also determine the progress made to date. They will also identify areas of alignment to or deviation from the Programme's TOC, and where there are deviations, note them especially if these may affect the attainment of the gender changes planned in the remaining period of the CPD implementation.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator baseline, milestones and target achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

A minimum of the following data collection methods is anticipated:

6.1 Desk Review

A desk review should be carried out of the key strategies and documents underpinning the Gender

results of the Tanzania CPD. This includes reviewing the Country Programme Document 2016-2021, the UNDP II as well as concept notes, the Gender seal process, Gender seal action plan and all project documents developed for the CPD period. The team shall also review a wide array of monitoring and evaluation documents produced within the CPD period, to be provided by the UNDP country office. This includes but not limited to individual project evaluations that have taken place during the period under evaluation.

The evaluators are expected to review pertinent strategies and reports developed by the Government of Tanzania that are relevant to UNDPs GEWE support. This includes the Government's National Five-Year Development Plan II 2016 – 2021 and Vision 2025 for Mainland; and MKUZA III and Vision 2020 for Zanzibar, and other national reports, to be made available by the UNDP country office.

6.2 Stakeholder interviews

The evaluation team will conduct face-to-face and/or telephone interviews with relevant stakeholders, including:

- UNDP staff (managers and programme/project officers)
- UN Sister agencies implementing projects jointly with UNDP
- Select national and local government implementing partners in the projects selected by the evaluation team
- Relevant beneficiary groups selected by the evaluation team and
- Development partners in the country. Focus groups may be organized as appropriate.

6.3 Field Data Collection

Following the desk review, the evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners, beneficiaries and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

Deliverables

The evaluation team will prepare reports which triangulate findings to address the main evaluation questions and other supplementary questions that they develop, highlight key significant changes regarding the key thematic policy documents, draw out lessons learned, present findings and recommendations, reflecting comments and feedback received from data collection. The structure of the reports should be used to guide the reader to the main areas (please, see Annex 4 for the Evaluation report template). The language of the reports should be simple, free from jargon and with specialist terms explained. It will be important to receive the report on a timely basis, as the information risks to be wasted if it arrives too late to inform decisions.

Here are the principal evaluation products the evaluation team is accountable to deliver:

- i) **Evaluation inception report** (prepared after briefing the evaluation team and before going into the full-fledged data collection exercise) – to clarify the consultant's understanding of the TOR, what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures (to be presented in an Evaluation matrix in Annex 3). The data collection procedures presented here

are the minimum, and the consultants are free to add any other methods that they deem fit based on the initial review of the documents at the inception stage. The evaluation inception report should include a proposed schedule of tasks, activities, deliverables and timelines. The inception report has to be cleared by the evaluation reference group before the actual data collection can commence.

- ii) **Draft evaluation report** – to be reviewed by the evaluation reference group at the CO and other respective stakeholders at the end of data collection. The draft evaluation report should contain all the sections outlined in the Evaluation Report Template (please, see Annex 4) and be accompanied by a PowerPoint presentation for a Stakeholders’ meeting.
- iii) It should be noted that a **Stakeholders’ meeting**¹⁰ will be held in Dar Es Salaam to discuss findings of the Draft Evaluation report. In order to get feedback from stakeholders, the report should be circulated to all expected participants to this meeting to provide them adequate time to review the report. The evaluators should consider the timeframe required for stakeholders’ review of the draft report and the timeframe to incorporate stakeholders’ feedback appropriately.
- iv) **Final Evaluation report.** The final task of the evaluation team/consultant is to prepare a comprehensive and well-presented final Evaluation report, covering all section of Evaluation Report Template (please, see Annex 4). Evaluation brief and summary are required.

Evaluation Team Composition and Required Competencies

The outcome evaluation will be undertaken by two (2) external evaluators comprising of an Evaluation Team Leader and an Evaluator. The evaluation team leader will be hired as an international consultant, while the Evaluator will be hired as a national consultant.

8.1 Required Qualifications of the Evaluation Team Leader

- Minimum Master’s degree in Gender Studies, International Development with gender focus, Economics, Development Studies, Social Science, International Relations or any other field that has specialized focus on gender and women empowerment in development context;
- Minimum 10-15 years of professional experience working in the areas of gender mainstreaming, gender equality and women’s empowerment especially in the context of developing countries.
- At least 7 years of experience in conducting project and/or thematic evaluations in the development sector with governments or international organizations. Special focus on gender mainstreaming, gender budgeting, gender policy research and analysis will be an advantage;
- Strong working knowledge of the UN and its mandate in Tanzania, and more specifically the work of UNDP in support of government and civil society in Tanzania;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in measuring and analyzing SMART (Specific; Measurable; Achievable; Relevant; Time-bound) indicators;
- Excellent reporting and communication skills

¹⁰ Participation of the evaluation consultant in the Meeting is mandatory.

The Team Leader will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Leader will perform the following tasks:

- Lead and manage the evaluation mission;
- Review the key relevant documents (including but not limited to those limited to Annex 2) to understand the context of the country and its impact on the assignment
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules;
- Draft and present the draft and final evaluation reports;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation report and submit it to UNDP;
- Criteria for evaluation of proposal will be weighted at 70 marks as follows: Methodology – 35 marks, experience on the related field – 25 marks and educational background - 10 marks. The applicant receiving the highest combined score that has also accepted UNDP's General Terms and Condition will be awarded the contract.

8.2 Required qualification of the Evaluator

- Minimum master's degree in Gender Studies, International Development with gender focus, Development Studies, Social Science, International Relations or any other related field;
- Experience in conducting project and/or thematic evaluations in the development sector with governments or international organizations. Special focus on gender mainstreaming, gender policy research and analysis will be an advantage;
- Experience working in or closely with UN agencies, especially UNDP, is preferred;
- Evidence of deep understanding of the development context in Tanzania and preferably on gender challenges and milestones within the Tanzanian context is preferred;
- Strong communication skills;
- Excellent oral, reading and writing skills in English, and Kiswahili.
- Tanzanian citizen with extensive experience working in Tanzania during the last 7 years;

The Evaluator will, *inter alia*, perform the following tasks:

- Review documents (including but not limited to those listed in Annex 2);
- Participate in the design of the evaluation methodology, data collection tools and the schedule defined in the inception report;
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation;
- Draft related parts of the evaluation report as agreed with the Evaluation Manager;
- Document and track the stakeholders feedback and assist the Evaluation Manager to incorporate these in the final report;
- Assist the Evaluation Manager to finalize the draft and final evaluation report.
- Criteria for evaluation of proposal will be weighted at 70 marks as follows: Methodology – 35 marks, experience on the related field – 25 marks and educational background - 10 marks. The

applicant receiving the highest combined score that has also accepted UNDP's General Terms and Condition will be awarded the contract.

Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and the evaluators must sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the theme, outcomes and programme under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 5.

Implementation Arrangements

The UNDP Country Office will select the evaluation team through an open process and will be responsible for the management of the evaluators. The Coordinator of Programme will designate a focal person/Lead from the Gender Seal task team to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the final evaluation report and preparation of management responses.

The Lead/focal person will arrange introductory meetings within the CO and the Country Director or her designate. The Lead will establish initial contacts with partners and project teams that the evaluators will express intent to meet. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Lead in consultation with the Programme Coordinator will convene an Advisory Panel comprising of technical experts from within the CO and/or other stakeholders, to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, quality of the evidence collected, strength of the data analysis and use of evidence in the report submitted by the evaluator. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detailed rationale to the advisory panel for any comment that remains unaddressed.

The evaluation will use a system of ratings standardizing assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting up interviews with senior government officials, it will be the responsibility of the

evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Contact details will be provided by the Lead upon request. Planned travels and associated costs will be included in the Inception Report and agreed with the Country Office.

Time-Frame for the Evaluation Process

The evaluation is expected to take 24 working days for each of the two consultants, over a period of six weeks starting 15th September 2018. The following table provides an indicative breakout for activities and delivery:

Activity	Deliverable	Work day allocation		Time (days) for task completion
		Evaluation team leader	National Consultant	
Review materials and develop work plan	Inception report containing detailed evaluation schedule	5	4	9
Participate in an Inception Meeting with UNDP Tanzania country office				
Draft inception report				
Review Documents and stakeholder consultations	Draft evaluation report and Stakeholder workshop report	13	16	30
Interview stakeholders				
Conduct field visits				
Analyse data				
Develop draft evaluation and lessons learned report to Country Office				
Present draft Evaluation Report and lessons learned at Validation Workshop	Final evaluation report	6	4	7
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders				
	totals	24	24	6 weeks

Fees and payments

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD, or TZS for National Consultants. Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules for Tanzania. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

Deliverable	Payment
Inception report	10%
Draft Evaluation Report submitted and all relevant feedback from stakeholders incorporated. stakeholder workshop report accompanied the revised draft report.	50%
Final Evaluation Report	40%

Approval

This TOR is approved by:

Signature: _____

Name: Natalie Boucly

Designation: Country Director

Date: _____

ANNEX I:

UNDP GENDER MARKER

Background

In 2005, UNDP commissioned a review of the organization's financial system, ATLAS, in order to identify possibilities for enhancing reporting on expenditures expected to contribute to gender equality. The review concluded that *the existing approach was not reflecting the full extent of UNDP's expenditure on gender equality*.

In 2007, as a response to the UNDP Executive Board's request, UNDP configured ATLAS to better track financial allocations and expenditures for gender mainstreaming and women's empowerment. *In 2009, after two years of piloting in 17 countries, the Gender Marker was rolled out to all UNDP country offices.* The methodology is based on the OECD/DAC Gender Marker.

What is the gender marker approach?

The approach aims to score the contribution of investments and expenditures in respect of both gender mainstreaming and targeted interventions on women's empowerment.

- The scoring is done at the output level (project ID level in Atlas). Every single output of each office must be rated on gender equality against a four-point scale that ranges from 0 (no gender impact) to 3 (gender equality as the main objective).
- The rating is based on the nature of the output, not on the amount of resources allocated to it.
- A special *gender attribute* has been added to the ATLAS system to record this rating.

What do Gender Marker scores mean?

As noted above, each output must be allocated a gender score of 0, 1, 2 or 3, as such:

Score	Meaning
3	Outputs that have gender equality as the main objective
2	Outputs that have gender equality as a significant objective

- 1 Outputs that will contribute in some way to gender equality, but not significantly
- 0 Outputs that are not expected to contribute noticeably to gender equality

What does the Gender Marker in the ATLAS tell us?

The Gender Marker enables us to:

- Track the trend and pattern of *resource allocation* and *financial expenditures* in each programme/project and how it contributes to the achievement of gender equality results across all UNDP focus areas, country office and regions as identified in the UNDP Strategic Plan.
- Improve our gender responsive planning, budgeting and policy decision making to ensure that those who need UNDP's support will be benefit from resource allocation.

ANNEX 2: DOCUMENTS TO BE REVIEWED

- United Nations Development Assistance Plan 2016 – 2021
- UNDP Country Programme Document 2016 – 2021
- UNDP PME Handbook
- UNDP Gender Seal Process
- UNDP Tanzania Gender Seal Action Plan
- UNDP Evaluation Guide and addendum
- UNDG Ethical Code of Conduct of Evaluators
- Project Documents
- Project annual reports and project evaluation reports
- ROAR from 2016 and 2017
- UNDAF II Joint work plans and joint annual Reviews
- National Policies and Development Plans of Tanzania
- UNDG RBM Handbook
- Other relevant documents that may be requested by the evaluators

ANNEX 3: EVALUATION MATRIX

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

ANNEX 4: STRUCTURE OF THE EVALUATION REPORT

- Title and opening pages

- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
 - Evaluation scope
 - Evaluation objectives
 - Evaluation criteria
 - Evaluation questions
- Evaluation approach and methods
 - Data sources
 - Sample and sampling frame (if applicable)
 - Data collection procedures and instruments
 - Performance standards
 - Stakeholder engagement
 - Ethical considerations
 - Background information on evaluators
 - Major limitations of the methodology
- Data analysis
- Findings and conclusions
 - Findings
 - Conclusions
- Recommendations
- Lessons learned
- Report annexes

Annex 5: ETHICAL CODE OF CONDUCT FOR UNDP EVALUATIONS

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations

with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact during the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form¹¹

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ on _____

Signature: _____

¹¹ www.unevaluation.org/unegcodeofconduct

Annex 2: Results and Resources Framework (2016-2021)

NATIONAL PRIORITY OR GOAL: A strong, competitive economy and broad-based growth.		
UNDAP II OUTCOME: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.		
STRATEGIC PLAN OUTCOME 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.		
UNDAP outcome indicators, baselines and targets	Outputs	Indicators
Indicator: % of national budget allocated to address poverty, environment and gender Baseline: TBD Target: TBD	Output 1: Select ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive , environmentally sustainable and inclusive growth policies/plans	Indicator 1.1: Number of policies/plans that integrate and allocate resources for implementation of poverty, environment and gender Baseline: 1 Target: 10
Indicator: Number of poor and vulnerable households benefiting from social assistance Baseline: 260,000 Target: 1,250,000 Indicator: Public social protection expenditure as % of GDP Baseline: 0.6% Target: 2%	Output2: Options enabled and facilitated for inclusive and sustainable social protection	Indicator 2.1: Number of households in target districts benefiting from social protection initiatives Baseline: 260,000 Target: 300,000 Indicator 2.2 Number of women with increased entrepreneurship and livelihood skills in targeted 28 districts Baseline: 0 Target: 15,000
Indicator: Number of United Nations-supported business start-ups or enterprises enabled to expand under UNDAP II that are still operating 24 months later Baseline: 0 Target: 5,000 benefiting 100,000 individuals includes: minimum 30,000 women in rural and 30,000 women aged 18-50 years in urban areas; minimum 20,000 young men aged 18-35 years in	Output 3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income	Indicator 3.1: Number of youth and women's enterprises benefiting from increased income and market access Baseline youth enterprises: 0 Baseline women enterprises: 0 Target youth enterprises: 500 Target women enterprises: 500 Indicator 3.2: Number of male and female, youth in job-creation schemes under the auspices of the National Service Department who have secured employment annually Baseline male youth: 0 Baseline female youth: 0

		Target male youth: 500 Target female youth: 500
Indicator: Number of individuals who report an increase in their income levels as a result of United Nations-supported initiatives during UNDAF II Baseline: 0 Target: 1 million rural women and 500,000 young people in urban areas, disaggregated by age, gender, rural/urban and sector	Output 4: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data	Indicator 4.1: Number of growth sector policies and programmes that utilize indicators and data disaggregated by sex and groups for inclusiveness Baseline: 0 Target: 10 Indicator 4.2: Extent to which national data collection, measurement and analytical systems have the technical and institutional capacities to monitor progress on the post-2015 agenda and Sustainable Development Goals. Baseline: low (1) Target: high (4) (Scale 0 – 5).
Indicator: Number of individuals who report an increase in their income levels as a result of United Nations-supported initiatives during UNDAF II Baseline: 0 Target: 1 million rural women and 500,000 young people in urban areas disaggregated by age, gender, rural/urban and sector	Output 5: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste	Indicator 5.1: Number of households in the 28 targeted districts which experience an increase in their incomes Baseline: 0 Target: 7,000 Indicator 5.2: Number of new jobs/livelihoods created through management of natural resources in the 28 targeted districts, disaggregated by sex Baseline new jobs/livelihoods for men: 0 Baseline new jobs/livelihoods for women: 0 Target new jobs/livelihoods for men: 1,000 Target new jobs/livelihoods for women: 1,500 Indicator 5.3: % of hectares of land improved through soil/water conservation methods in supported districts Baseline: 0 Target: 20% Indicator 5.4: Number of women in selected districts participating in decision-making processes on use of national resources. Baseline: 0 Target: 1,500

NATIONAL PRIORITY OR GOAL: Effectively reverse current adverse trends in the loss and degradation of environmental resources.

UNDAP OUTCOME: Improved environment, natural resources, climate change governance, energy access and disaster risk management.		
STRATEGIC PLAN OUTCOME: 5: Countries are able to reduce the likelihood of conflict and lower risk of natural disasters, including from climate change.		
UNDAP outcome indicators, baselines and targets	Outputs	Indicators
<p>Indicator: Number of ministries, departments and agencies (MDAs) and LGAs with improved capacities in environmental and natural resource management, climate change governance, energy access and disaster risk management in the mainland and Zanzibar</p> <p>Baseline: Weak capacity of MDAs and LGAs in environmental and natural resources management, climate change governance, energy access and disaster risk management in the mainland and Zanzibar</p> <p>Target: Improved capacity of MDAs and LGAs in environmental and natural resources management, climate change governance, energy access and disaster risk management in the mainland and Zanzibar</p>	<p>Output 1: Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations</p>	<p>Indicator 1.1: Number of ministries with functioning sustainable environmental and natural resources plans and strategies Baseline: 3 Target: 13</p> <p>Indicator 1.2: Number of districts with financial and sustainable environmental / natural resources plans and strategies Baseline: 6 Target: 28</p> <p>Indicator 1.3: Extent to which national monitoring system, surveys and census are in place to monitor progress on poaching reduction and wildlife crime Baseline: No system in place Target: National system in place</p> <p>Indicator 1.4: % of land covered by forests in 28 targeted districts Baseline: TBD Target: 5% annually over the baseline</p>
	<p>Output 2: Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access</p>	<p>Indicator 2.1: Number of districts with plans and strategies for enhanced resilience to climate change impacts Baseline: 5 Target: 28</p> <p>Indicator 2.2: Number of women in the targeted districts benefiting from climate change initiatives Baseline: TBD Target: TBD</p> <p>Indicator 2.3: Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women Baseline: TBD</p>

		<p>Target: TBD</p> <p>Indicator 2.4: Extent of energy efficiency, and/ modern energy coverage by users in targeted 28 districts</p> <p>Baseline: TBD</p> <p>Target: TBD</p>
	Output 3: Preparedness systems in place to effectively address the consequences of and response to natural hazards	<p>Indicator 3.1: Number of districts with early warning systems for man-made and natural hazards</p> <p>Baseline: 2</p> <p>Target: 28</p> <p>Indicator 3.2: Number of women prepared to minimize consequences of disaster (2 disaster risk reduction pilot initiatives)</p> <p>Baseline: 0</p> <p>Target: 1,000</p>

NATIONAL PRIORITY OR GOAL: Good governance and the rule of law.		
UNDAP OUTCOME: National governance is more effective, transparent, accountable and inclusive.		
STRATEGIC PLAN OUTCOME: Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.		
UNDAP outcome indicators, baselines and targets	Outputs	Indicators
<p>Indicator: % of bills presented before Parliament for which field hearings are conducted.</p> <p>Baseline: 0%</p> <p>Target: 30%</p> <p>Indicator: Voter turnout at national election</p> <p>Baseline:</p> <p>Union Presidential: 42.84% (8,626,283)(2010)</p> <p>Zanzibar Presidential: 89.52% (364,924)(2010)</p> <p>Target:</p>	Output 1: Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation	<p>Indicator 1.1: Number of CSOs and research institutions consulted by National Assembly and Zanzibar House of Representatives</p> <p>Baseline: 10</p> <p>Target: 75</p> <p>Indicator 1.2: percentage of women of voting age who are registered to vote</p> <p>Baseline: TBD (2015)</p>

Union Presidential: 60%(2020) Zanzibar Presidential: 90% (2020)		Target: TBD
Indicator: % of population in selected districts who express confidence in the ability of the police and judiciary to deal effectively with cases of violence against women and children.	Output 2: Citizens have improved access to and are better served by the justice system and human rights reporting	Indicator 2.1: Number of women in 28 targeted districts bringing their cases to the formal justice system. Baseline: TBD Target: TBD Indicator 2.2: Number of unresolved cases in lower courts Baseline: 63,773 Target: 10,000 Indicator 2.3: % of reports submitted on time to UPR, treaty bodies and special procedures. Baseline: 30% Target: 70%
Indicator: % of Open Government Partnership commitments completed and information accessed. Baseline: 28% Target: 60% Indicator: Existence of anti-corruption action plans/strategies. Baseline: Mainland: National Anti-Corruption Strategy and Action Plan, phase III (NACSAPIII) under development. Zanzibar: Zanzibar - anti-corruption strategy developed. Target: Mainland: NACSAPIII finalized and implemented. Zanzibar - Anti-corruption strategy implemented.	Output 3: Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner	Indicator 3.1: Number of institutions implementing strategies and action plans to end corruption. Baseline: 4 Target: 10
Indicator: Existence of a national system for data collection, measurement and analysis to monitor progress towards the Sustainable Development Goals and Development Cooperation Framework (DCF). Baseline: Millennium Development Goals/financing monitoring system	Output 4: Government has effective mechanisms in place to monitor and report on use of ODA and other sources of global development financing	Indicator 4.1: % of MDAs able to use Aid Management Platform to manage ODA Baseline: 50% Target: 90% Indicator 4.2: Existence of a national system to monitor the Sustainable Development Goals

Target: Sustainable Development Goals /DCF monitoring system operational and financing mechanism implemented		Baseline: Millennium Development Goal monitoring system. Target: Sustainable Development Goal monitoring system in place and functioning.
Indicator: Number of women who stand for election to Parliament and local-level councils (mainland and Zanzibar) Baseline: Mainland/Parliament: 193 (2010) Zanzibar/Parliament: 16 (2010) Mainland/council: 172 (2010) Zanzibar/council: 17 (2010) Target: Mainland/Parliament: 250 Zanzibar/Parliament: 25 Mainland/Council: 200 Zanzibar/Council: 34	Output 5: Women have enhanced capacities to participate in electoral and decision-making processes at all levels.	Indicator 5.1: ratio of women to men participating as candidates in general elections. Baseline: 394 (2010) Target: 509 Indicator 5.2: ratio of women to men in decision-making at all levels. Baseline: 30% Target: 37%

Annex 3: Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Indicators/ Success Standard	Data collection Methods and sources
Relevance	Has UNDP integrated gender mainstreaming in the design and implementation of the CPD at the policy, technical, and institutional levels during the period 2016 - 2018?	Has the GEWE thematic areas addressed the relevant gender priorities in the country? Have new, more relevant priorities emerged that the Programme should address in future?	-Programme outcomes are linked to gender priorities in the country reflected in national policy and planning documents, regional commitments, FYDP - Emerging issues noted in UNDP corporate gender strategy, national priorities, and regional, international gender strategies/action plans.	Key informant interviews (KII) Documents review (CEDAW National plans, Tanzania sector reports UNDP Reports Final CDP document Programme documents including strategies and action plans Documents review (Regional reports, corporate reports, Annual Reports
		Is there evidence of the stakeholder's ownership of GEWE interventions	Stakeholders demonstrate an understanding of the issues; there is possible mainstreaming in their own plans, policies and strategies;	Key informant interviews Documents review
		How has UNDP improved/ strengthened its gender analysis and gender equality results at the output and project levels in each of the 3 outcomes? Where has the gender mainstreaming been most successful? (institution, location, or activity)	Use of women empowerment assessment/situation reports.	Key informant interviews Documents review Institutional Reports (such as the National Election Commission)
Effectiveness	Has UNDP contributed to gender equality	How effective has UNDP been in contributing to development results that are gender responsive?	Substantive gender responsive results	Partner Projects KII

	and women's empowerment development results?			Partner (Government partners other UN,CSO Reports / Private sector) Reports
		What evidence is there to show UNDP's contribution to GEWE in each of three outcomes of the CPD?	Outputs indicators and targets are met Positive perceptions on the quality of interventions	Periodic M and E Reports KII
		To what extent has UNDP contributed to development results being gender transformative?	Change in structural barriers to gender equality, ranging from legal and institutional to attitudinal and societal barriers	Partner (Government partners other UN,CSO Reports / Private sector) Reports Annual Reports
		How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results?	Change institutions systems, procedures Positive perceptions on the quality of interventions	Partner (Government partners other UN,CSO Reports / Private sector) Reports UNDP Reports
		How effective has UNDP been in building gender equality capacity and accountability frameworks both in-house and with counterparts involved in CPD implementation?	Change in use of capacities	UNDP Reports KII
		What are the key factors contributing to gender equality and women's empowerment results?	Evidence of what worked well and what did not work well and how to make it better.	
Efficiency	Where/how have UNDP's institutional changes (in particular the Gender Seal process) results been the most	To what extent has UNDPs gender seal process and its action plan contributed to the achievement or lack of achievement of gender development results?	Gender seal action plan fully implemented	KII

	and least successful in improving gender equality and women's empowerment development results?			
		<p>What is UNDP's value added in promoting gender equality and women's empowerment results?</p> <p>Was the interventions the best use of money? Did it make a difference? (with examples)</p>	Evidence that UNDP interventions are least cost comparable to other partners in similar context.	<ul style="list-style-type: none"> - UNDP Reports - KII
		<p>How adequate is gender results planning and budgeting in the country programme?</p> <p>To what extent were the staff oriented with gender mainstreaming approaches? Were they ready to provide technical support?</p>	<p>Perceptions of Implementing partners on gender equality programming (knowledge of, adequacy of funding for, and coherence in gender equality programming).</p> <p>Existence of monitoring tools that are used for tracking and reporting progress on GEWE</p> <p>Gender equality marker reports</p> <p>Activities are implemented as per schedule and on planned budget</p> <p>Staff provide technical support</p>	<ul style="list-style-type: none"> - UNDP Reports - Budgets - KII - Gender seal action plan report
		Which approached worked best in integrating gender/mainstreaming gender?	Views of KII on approaches that worked	Documents review KII

Sustainability	What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?	How adequate are the mechanisms put in place for sustainability?	<p>Mechanisms put in place in to ensure sustainability</p> <p>Evidence of adequate numbers of staff with the right technical capacity</p> <p>Evidence of financial capacity to sustain interventions (including alternative sources of funding)</p> <p>views of stakeholders on the likelihood of sustainability</p>	<ul style="list-style-type: none"> - FGD - KII - Documents review
		Are there adequate supportive measures (legal, policy and institutional framework) to sustain capacity and other initiatives?	Supportive policy and legal framework at national and local level	
		What approaches are likely to be upscaled/replicated? Are there specific activities/strategies that can be emphasized?	Evidence of any case studies/strategies that can be highlighted for future upscaling	

Annex 4: List of People Met

	Name and Title	Organisation
1.	Alfei Daniel Project Coordinator	Prime Minister's Office
	Suleiman Hassan	Principal State Attorney
2	Servus Amo Sagday Assistant Director	Ministry of Finance and Planning
3	Honest National Project Coordinator, waste management	Ministry of Health, Community Development, Gender, Elderly and Children
4	Amadeus Kamagenge Director of Community Support	Tanzania Social Action Fund (TASAF)
5	Godwell Ole Meing'ataki	Tanzania National Parks (TANAPA)
6	Mr. Bushiri Mustapha	Alpha Associates
7	Mr. Massaga Dotto	
8	Joyce Nangayi Acting Executive Director	Association of Tanzania Employers
9	Anabahati J. Mlay Female Future Coordinator	Association of Tanzania Employers
10	Julia Broussard Deputy Representative	UN Women
11	Usu Mallya Gender Focal Point	
12	Emile Mwakatundu	
13	Evanice Siangicha Project Coordinator	Kigoma Joint Programme
14	Maximillian Sereka Project Coordinator and M&E specialist Project Coordination Unit	The Ministry of Water and Irrigation
15	Damas Masologo M&E Specialist	The Ministry of Water and Irrigation
16	Janeth Kisoma	The Ministry of Water and Irrigation
17	Stella Lyimo	The Ministry of Water and Irrigation
18	Natalie Boucly	UNDP Country Director
19	Amon Manyama	Programme Team Leader
20	Fitsum G. Abraha	Senior Economic Advisor
21	Gloria Kiondo	UNDP Gender Team
22	Natalie Rulloda	UNDP, Gender Team
23	Ernest Salla	UNDP Inclusive Growth Pillar
24	Bwijo A. Bwijo	UNDP Inclusive Growth Pillar

25	Eva Ruhago	UNDP Inclusive Growth Pillar
26	Nobu Miyama	UNDP Inclusive Growth Pillar
27	Ambrose Mugisha	UNDP Inclusive Growth Pillar
28	Ann Moirana	UNDP Inclusive Growth Pillar
29	Leticia Kweba	UNDP Inclusive Growth Pillar
30	Emmanuel NNko	UNDP Inclusive Growth Pillar
31	Getrude Iyatuu	UNDP Environment Pillar
32	Abbas Kitogo	UNDP Environment Pillar
33	Tulalumba Bangu	UNDP Environment Pillar
34	Faustine Ninga	UNDP Environment Pillar
35	Nehemiah Murusuri	UNDP Environment Pillar
36	Mamestella Kago	UNDP Environment Pillar
37	Godfrey Mulisa	UNDP Governance Pillar
38	Paul Turay	UNDP Governance Pillar
39	Fridah Mwakasyuka	UNDP Governance Pillar
40	Augustine Bahemuka	UNDP Governance Pillar
41	Gitte Nordentoft	UNDP Governance Pillar

Annex 5: Interview Tools

Tool 1: Interview Protocol for UNDP Senior Management

Interview Protocol for UNDP Senior Management		
Name(s) of the interviewee(s):	Institution/Organisation:	Interview date:
Position:	Stakeholder type:	Interviewer (s): Grace Okonji Kokuteta Baregu Mutembei

1. Is there enabling environment in the country at the moment for advancing gender equality?
2. What are some of the emerging issues in GEWE over the CPD period that UNDP needs to respond to going forward? Corporate, national regional?
3. To what extent has UNDPs gender seal process and its action plan contributed to the achievement or lack of achievement of gender development results?
 - Management systems in place,
 - staff capacities,
 - focus on learning,
 - Investment of resources,
 - Dedicated gender equality specialist Vis a vis an effective and well-functioning Gender Focal Team that shares responsibility for attention to gender equality issues across all Office staff
4. How do you describe UNDPs partnerships with, UN Women other UN in terms of UNDP comparative advantage?
5. What is UNDP's value added in promoting gender equality and women's empowerment results?
6. Did UNDP adopt an appropriate strategy to advance gender equality and women's empowerment? What could be done better?
7. Where has the gender mainstreaming been most successful? (institution, location, or activity)?
8. What are the key factors contributing to success or slow progress of gender equality results for UNDP CO? (Contextual factors, people or resources, technical component; personal commitment, other)? What could be done better?

Tool 2: Interview Protocol for UN sister agencies

Interview Protocol for UN sister agencies		
Name(s) of the interviewee(s):	Institution/Organisation:	Interview date:
Position:	Stakeholder type:	Interviewer (s): Grace Okonji Kokuteta Baregu Mutembei

Relevance

1. Has the UNDP programme that you relate to addressed the relevant gender priorities in the country?
2. Have new, more relevant priorities emerged that the Programme should address in future?
3. Is there evidence of the stakeholder's ownership of gender equality interventions?
4. How has UNDP improved/ strengthened its gender analysis and gender equality results in the programmes/project you relate to?
5. Where has the gender mainstreaming been most successful? (Institution, location, or activity)

Effectiveness

1. How effective has UNDP been in contributing to development results that are gender responsive?
2. What evidence is there to show your partnership with UNDP's contributed to gender equality results? Are the results transformative? Explain?
3. How effective has your partnership with UNDP supported gender mainstreaming and contributed to institutional change results?
4. How effective has your partnership with UNDP been effective in building gender equality capacity and accountability frameworks both with counterparts involved?
5. What are the key factors contributing to gender equality and women's empowerment results?

Efficiency

1. What is UNDP's value added in promoting gender equality and women's empowerment results?
2. Was the intervention the best use of money? Did it make a difference? (with examples)
3. How adequate is gender results planning and budgeting the programme/project you relate to?
4. To what extent were the beneficiaries oriented with gender mainstreaming approaches? Were they ready to provide technical support?
5. Which approaches worked best in mainstreaming gender?

Sustainability

1. How adequate are the mechanisms put in place for sustainability?
2. Are there adequate supportive measures (legal, policy and institutional framework) to sustain capacity and other initiatives?
3. What approaches are likely to be upscaled/replicated? Are there specific activities/strategies that can be emphasized?

Lessons learned and Recommendations

Share any lessons learned and recommendations.

Tool 3: Interview Protocol for Implementing Partners

Interview Protocol for Implementing Partners		
Name(s) of the interviewee(s):	Institution/Organisation:	Interview date:
Position:	Stakeholder type:	Interviewer (s): Grace Okonji Kokuteta Baregu Mutembei

Relevance

1. Has the UNDP programme that you relate to addressed the relevant gender priorities in the country?
2. Have new, more relevant priorities emerged that the Programme should address in future?
3. Is there evidence of the stakeholder's ownership of gender equality interventions?
4. How has UNDP improved/ strengthened its gender analysis and gender equality results in the programmes/project you relate to?
5. Where has the gender mainstreaming been most successful? (Policy, Institution capacity, downstream)

Effectiveness

1. How effective has UNDP been in contributing to development results that are gender responsive?
2. What evidence is there to show UNDP's contribution to gender mainstreaming in your institution/programmes/strategies/policies
3. To what extent has UNDP contributed to development results being gender transformative?
4. How effective has UNDP been in building gender equality capacity and accountability frameworks in your institution?
5. What are the key factors contributing to gender equality and women's empowerment results?

Efficiency

1. What is UNDP's value added in promoting gender equality and women's empowerment results?
2. Was the intervention the best use of money? Did it make a difference? (with examples)
3. How adequate is gender results planning and budgeting the programme/project you relate to?
4. To what extent were the beneficiaries oriented with gender mainstreaming approaches? Were they ready to provide technical support?
5. Which approaches worked best in mainstreaming gender?

Sustainability

1. How adequate are the mechanisms put in place for sustainability?
2. Are there adequate supportive measures (legal, policy and institutional framework) to sustain capacity and other initiatives?
3. What approaches are likely to be upscaled/replicated? Are there specific activities/strategies that can be emphasized?

Lessons learned and Recommendations

Share any lessons learned and recommendations.

Annex 6: Self-Assessment Tool for UNDP Programme staff

Tool 4: Results and Resources Framework for Inclusive Growth

Outcome/Outputs	Indicators	Estimated status as of October 2018 (i) Achieved (ii) On Course (iii) Will not be achieved (iv) Indicate any quantitative figures by sex.	Contributing factors (positive or negative).	Evidence Source (which Project documents, project reports? Which policies, laws? Who to interview etc
Outcome: Inclusive economic growth and poverty reduction				
Output 1: Select ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive , environmentally sustainable and inclusive growth policies/plans	Indicator 1.1: Number of policies/plans that integrate and allocate resources for implementation of poverty, environment and gender			
Output2: Options enabled and facilitated for inclusive and sustainable social protection	Indicator 2.1: Number of households in target districts benefiting from social protection initiatives			
	Indicator 2.2 Number of women with increased entrepreneurship and livelihood skills in targeted 28 districts			
Output 3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income	Indicator 3.1: Number of youth and women's enterprises benefiting from increased income and market access			
	Indicator 3.2: Number of male and female youth in job-creation schemes under the auspices of the National Service Department who have secured employment annually			
Output 4: Relevant policies and programmes in growth sectors	Indicator 4.1: Number of growth sector policies and programmes that utilize			

reviewed and operationalized on the basis of evidence/data	indicators and data disaggregated by sex and groups for inclusiveness			
Output 5: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste	Indicator 5.1: Number of households in the 28 targeted districts which experience an increase in their incomes			
	Indicator 5.2: Number of new jobs/livelihoods created through management of natural resources in the 28 targeted districts, disaggregated by sex			
	Indicator 5.4: Number of women in selected districts participating in decision-making processes on use of national resources			

Tool 5: Results and Resources Framework for Environment

Outcome/Outputs	Indicators	Estimated status as of October 2018 (i) Achieved (ii) On Course (iii) Will not be achieved (iv) Indicate any quantitative figures by sex.	Contributing factors (positive or negative).	Evidence Source ((documents, who to interview etc)
Outcome: Environment and Climate Change				
Output 1: Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations	Indicator 1.1: Number of ministries with functioning sustainable environmental and natural resources plans and strategies			

	Indicator 1.2: Number of districts with financial and sustainable environmental / natural resources plans and strategies			
	Indicator 1.3: Extent to which national monitoring system, surveys and census are in place to monitor progress on poaching reduction and wildlife crime			
	Indicator 1.4: % of land covered by forests in 28 targeted districts			
Output 2: Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access	Indicator 2.1: Number of districts with plans and strategies for enhanced resilience to climate change impacts			
	Indicator 2.2: Number of women in the targeted districts benefiting from climate change initiatives			
	Indicator 2.3: Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women			
	Indicator 2.4: Extent of energy efficiency, and/ modern energy coverage by users in targeted 28 districts			
Output 3: Preparedness systems in place to effectively address the consequences of and response to natural hazards	Indicator 3.1: Number of districts with early warning systems for man-made and natural hazards			
	Indicator 3.2: Number of women prepared to minimize consequences of disaster (2 disaster risk reduction pilot initiatives)			

Tool 5: Results and Resources Framework for Democratic Governance

Outcome/Outputs	Indicators	Estimated status as of October 2018 (i) Achieved (ii) On Course (ii) Will not be achieved (iii) Indicate any quantitative figures by sex.	Contributing factors (positive or negative).	Evidence Source (Documents, who to interview etc?)
Outcome: Resilience; and Inclusive democratic governance				
Output 1: Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation	Indicator 1.1: Number of CSOs and research institutions consulted by National Assembly and Zanzibar House of Representatives			
	Indicator 1.2: percentage of women of voting age who are registered to vote			
Output 2: Citizens have improved access to and are better served by the justice system and human rights reporting	Indicator 2.1: Number of women in 28 targeted districts bringing their cases to the formal justice system.			
	Indicator 2.2: Number of unresolved cases in lower courts			
	Indicator 2.3: % of reports submitted on time to UPR, treaty bodies and special procedures.			
Output 3: Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner	Indicator 3.1: Number of institutions implementing strategies and action plans to end corruption.			
Output 4: Government has effective mechanisms in place to monitor and report on use of ODA and other sources of global development financing	Indicator 4.1: % of MDAs able to use Aid Management Platform to manage ODA			
	Indicator 4.2: Existence of a national system to monitor the Sustainable Development Goals			

Output 5: Women have enhanced capacities to participate in electoral and decision-making processes at all levels.	Indicator 5.1: ratio of women to men participating as candidates in general elections.			
	Indicator 5.2: ratio of women to men in decision-making at all levels.			

Annex 7: Documents Reviewed

1. Ministry of Energy and minerals (mem) with the support of ENERGIA and HIVOS of the Netherlands, 'Gender status in the Tanzania sustainable energy for all implementation frameworks', August 2017.
2. Ministry of Finance, Development Corporation Framework, July 2017
3. UNDP, 'Tanzania Gender Seal Action Plan
4. UNDP Tanzania Gender Equality Strategy, 2016-2021,'
5. UNDP Corporate Gender Equality Strategy, 2014-2017 and 2018-2021,'
6. UNDG, Ethical Code of Conduct of Evaluators
7. UNEG, Evaluation Guidelines
8. UNDP, Strategic Plan, 2014-2017 and 2018-2021
9. UNEG, Norms and Standards for Evaluation, 2016
10. UNEG, Integrating gender in Evaluations, 2014
11. UNDP Project Documents
12. UNCT, Joint Kigoma Programme
13. Support to Tanzania's Productive Social Safety Nets (PSSN)
14. Terminal Evaluation, 'Support to Tanzania's Productive Social Safety Nets (PSSN)'. 2018
15. ROAR from 2016 and 2017
16. UNDP II Joint work plans and joint annual Reviews
17. United Nations Development Assistance Plan 2016-2021
18. UNEG, Good practices for integrating gender and human rights in evaluations, April, 2017
19. Several Project documents and project evaluations over the period 2016 to 2018
20. UNDP Independent Evaluation Office, 'Joint Assessment of the Institutional effectiveness report, January 2017
21. UNDP, Independent Evaluation Office, 'Evaluation of UNDP Contribution to Anti-Corruption.
22. United Nations, 'Third International Conference on Financing for Development. Addis Ababa Action Agenda. July 2015.
23. UNDP and UNEP, Cost Benefit analysis of the community livelihoods improvement initiatives in Tanzania, 2017
24. United Republic of Tanzania Sustainable Development Goals, Baseline Report, August 2017
25. United Republic of Tanzania. 'National Five Year Development plan, 2016/2017-2020/2021

Annex 8: Profile of Evaluators

Ms. Grace Achieng Okonji- Gender, Human Rights and Evaluation Expert

Ms. Okonji has a Master of Arts in Economics and over 20 years of substantive knowledge and experience related to economic policy development, policy dialogue with governments, institutional development, partnership building with civil society and donor community, inter-agency coordination, programme analysis, design, monitoring and evaluation (M&E) and development from a gender and human rights perspective.

She had a long service with the UN: Senior Gender Advisor for United Nations Development Programme (UNDP), South Sudan in 2009/2010; from 2005-2009, she was a Programme Specialist with the Africa section of UNIFEM (Now UN Women), New York.

Her recent work as gender and evaluation expert include: evaluation of ILO women economic empowerment project in Zimbabwe; evaluation of UNDP corporate Strategic Plan, 2014-2017, mid-term evaluation of UNICEF Rwanda, Review of proposals for UN Women Fund for Gender Equality, evaluation of Malawi UNDAF and Malawi UNDP Country Office Evaluation, team/gender expert for UNDP Independent Evaluation Office, New York - Assessment of Development Results (ADR) for UNDP Zimbabwe; UNDP Somalia and UNDP Kenya, Technical Reviewer: UN Women, Web-based Review and ranking of VAW grantees for VAW Trust Fund.

She is a member of the following evaluation professional associations/network: European Evaluation Society; Africa Evaluation Association – www.afrea.org; Evaluation Society of Kenya – www.esk.org; Board member of Africa Gender and Development Evaluation Network (AGDEN)- www.agdenworld.org; Africa Community of Practice (AfCoP) on Management for Development Results (MfDR); International Development Evaluation Association (IDEAS) – www.ideas.org; Gender and Evaluation- <http://gendereval.ning.com>; Evalgender+; Eval SDG;

Ms. Kokuteta Baregu Mutembe- Human Rights and Environmental Lawyer

She is a Lawyer (with a master's degree in human Rights and Environmental Law) and she has a Postgraduate Diploma on poverty analysis and gender equality. Her work experience on gender equality and women empowerment ranges from working in institutions that promote gender and results-based management including CIDA, CARE International, UNDP, UNICEF, the Government of Tanzania Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC) and the ILO. She has worked in Tanzania, Kenya, Uganda, Malawi and Ethiopia.

She also works as a part consultant in undertaking gender assessments, research, developing gender strategies, developing Monitoring and Evaluation frameworks that mainstream gender and developing tools for the integration of gender in programmes and institutions. She has extensive experience in working on policy documents and processes in government institutions and is therefore well versed with the context and particularly the policy and legal framework governing gender equality.

She is currently working for a women's rights organization, EKAMA Development Foundation, which she founded in 2006. The organization implements interventions that promote women's empowerment and children's rights.