



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME REVIEW
TANZANIA

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INDEPENDENT COUNTRY PROGRAMME REVIEW: TANZANIA

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ACRONYMS AND ABBREVIATIONS



CADESE	Capacity Development in the Energy Sector and Extractive Industries project
CO	Country office
COVID-19	Coronavirus Disease 2019
CPD	Country programme document
CSO	Civil society organization
DPG	Development Partners Group
GEF	Global Environment Facility
HDI	Human Development Index
ICPE	Independent country programme evaluation
ICPR	Independent country programme review
IEO	Independent Evaluation Office
LSP	Legislative Support project
LTA	Long-term agreement
M&E	Monitoring and evaluation
NGO	Non-governmental organization
NIM	National implementation modality
PVE	Prevention of violent extremism
ROAR	Results oriented annual report
SDG	Sustainable Development Goals
SGBV	Sexual and gender-based violence
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNV	United Nations Volunteers programme

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ICPR RATINGS AT A GLANCE

Report structure and components

The Independent Country Programme Review (ICPR) report is composed of three components:

- i. The **summary of ratings**, based on the indicators in the Country Programme Document (CPD) Results Framework, provides an overview of ratings for two areas: UNDP progress towards expected outputs; and the level of UNDP contribution to these outcomes, as defined in UNDP Tanzania’s CPD Results and Resources Framework. Detailed assessments are provided in Annex 1 and the methodology in Annex 3.
- ii. The **narrative section** presents findings from the ICPR, to complement the ratings. Following a brief introduction to the country context and UNDP country programme, the section discusses UNDP performance in relation to programme delivery and programmatic decisions and practices during the review period. It concludes with key recommendations from the ICPR.
- iii. The report includes a series of **annexes**, including a table of the results of the Tanzania ICPR by outcome and output; the ICPR methodology; key country and programme statistics; and the list of projects under review

Summary of ratings by CPD Results Framework		IEO Rating ¹	CO Rating ²
Outcome 1	The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment	Insufficient evidence	Moderate level
Output 1.1	Select ministries and districts have enhanced capacities to develop implement and monitor gender-responsive environmentally sustainable and inclusive growth policies/plans	On track	On track
Output 1.2	Options enabled and facilitated for inclusive and sustainable social protection	Off track	At risk
Output 1.3	Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income	Off track	At risk
Output 1.4	Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data	At risk	On track
Output 1.5	Solutions developed at national and subnational levels for sustainable management of natural resources ecosystem services chemicals and waste	Off track	At risk
Outcome 2	Improved environment, natural resources, climate change governance, energy access and disaster risk management	Insufficient evidence	Moderate level
Output 2.1	Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies strategies and regulations	On track	On track
Output 2.2	Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access	Off track	At risk
Output 2.3	Preparedness systems in place to effectively address the consequences of and response to natural hazards	At risk	At risk

¹ Evaluative judgement and ratings are based on the assessment/progress of indicators provided in the results framework.

² Rating proposed by the country office as part of the ICPR questionnaire response.

Outcome 3	National governance is more effective, transparent, accountable and inclusive.	Insufficient evidence	Moderate level
Output 3.1	Parliaments and electoral bodies are enabled to perform core functions for improved transparency accountability and citizen participation	At risk	At risk
Output 3.2	Citizens have improved access to and are better served by the justice system and human rights reporting	At risk	On track
Output 3.3	Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner	Off track	Off track
Output 3.4	Government has effective mechanisms in place to monitor and report on use of official development assistance and other sources of global development financing	At risk	At risk
Output 3.5	Women have enhanced capacities to participate in electoral and decision-making processes at all levels	At risk	At risk
Output 3.6	National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism	At risk	On track

1. INTRODUCTION

Purpose and scope of the ICPR

The Independent Country Programme Review (ICPR) is an independent validation of the self-assessed performance of the United Nations Development Programme (UNDP) Tanzania country office, for the period 2017-2021.

The Independent Evaluation Office (IEO) of the UNDP conducts an ICPR in the penultimate year of a UNDP country programme, to support the development of the next UNDP CPD and strengthen UNDP accountability to the Executive Board and national stakeholders.

THE PURPOSE OF THE ICPR IS TO:

1. Support the development of the next UNDP Country Programme Document;
2. Strengthen accountability of UNDP to national stakeholders; and
3. Strengthen accountability of UNDP to the Executive Board.

The ICPR is expected to address two questions in relation to the current CPD:

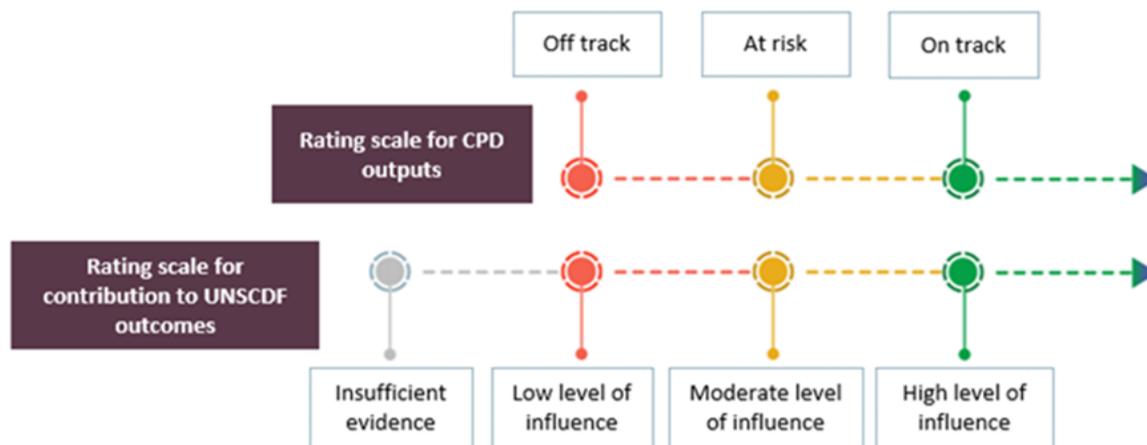
- What progress has UNDP made in delivering planned CPD outputs, and how is this contributing to UNDP/United Nations Development Assistance Plan (UNDAP) outcomes in the current programme period?
- How has UNDP performed in the planning, implementation, reporting and evaluation of development results?

Methodology

The ICPR adheres to the United Nations Evaluation Group Norms & Standards³ and is carried out within the overall provisions contained in the UNDP Evaluation Policy.⁴ Starting with a review of the design of the CPD's Results and Resources Framework, the Tanzania ICPR included a desk review of evidence of self-reported performance, a standard ICPR questionnaire, as well as interviews with select stakeholders to augment information needs. The detailed methodology of the ICPR is presented in Annex 3.

The ICPR employs the following rating system:

- Country programme's progress towards planned CPD outputs: To determine the appropriate rating, the IEO examined the results chain between support to interventions and the CPD outputs and associated indicators.
- Country programme's progress towards planned CPD outcomes: To determine the appropriate rating, the IEO examined the results chain between support to interventions and the CPD outputs and associated indicators.



³ <http://www.uneval.org/document/detail/1914>

⁴ UNDP Evaluation Policy

Country context

The United Republic of Tanzania is a democratic unitary republic with a central government on the mainland and a devolved government for Zanzibar.⁵ It has one of the fastest growing economies in Africa, sustaining growth of 6 to 7 percent annually over the last decade.⁶ It attained (lower) middle-income status in 2019, and is advancing towards graduation from Least Developed Country classification. Tanzania's poverty rate declined from 34.4 to 26.4 percent between 2007 and 2018, reflecting success in leveraging economic growth to improve access to services and transitioning labour from low productive agriculture to higher productive industry and services.⁷ In 2019, Tanzania reported that it is on track to achieve four of the 17 Sustainable Development Goals (SDGs) by 2030, and is doing reasonably well in addressing eight other goals.⁸ The country's progress is evident in its increase in the Human Development Index (HDI), from 0.373 in 1990 to 0.528 in 2018, an increase of 41.8 percent. This positions Tanzania at 159 out of 189 countries, placing it in the low human development category.⁹

Despite this improvement, the pace of poverty reduction has not been sufficient to prevent an increase in the number of people living in poverty, due to high population growth. Nearly half of the population lives below the international poverty line (US\$ 1.90 per person per day, at 2011 purchasing power parity) and much of the population is vulnerable to poverty.¹⁰ Population growth has exacerbated land and forest degradation, biodiversity loss and the unsustainable use of natural resources.¹¹ Frequent droughts, coupled with declining rainfall, worsen food insecurity and negatively affect agricultural livelihoods, particularly for women, who are dependent on climate-sensitive sectors and have restricted access to paid employment. Tanzania has made progress in addressing gender inequality, but still has a low ranking in the Gender Inequality Index (at 129 out of 188 countries in 2018).

Tanzania ranks 14 out of 54 African nations under the Ibrahim Index of African Governance. However, the World Bank's worldwide governance indicators reflect a decline in key standards of democratic governance, with the exception of control of corruption,¹² and reduced space for donors to support and engage in policy dialogue in this area. As a reaction to this, and in particular in response to challenges in the 2015 election and governance trends, there have been significant changes in donor policies, affecting the resourcing and focus of the UNDP programme over the CPD period.¹³ UNDP has also needed to rebuild its relationship with the Government after the Country Director was expelled in 2017.¹⁴

The Coronavirus Disease 2019 (COVID-19) pandemic poses a serious test to Tanzania's ability to maintain growth and reduce poverty. Growth is expected to decline sharply because of the crisis, with the International Monetary Fund projecting growth of 2 percent in 2020, down from 7 percent in 2019.¹⁵ The Government of Tanzania has projected it will fall to just 5.5 percent.¹⁶ The most striking risk to the economy from the pandemic is to the tourism

⁵ <https://www.clgf.org.uk/regions/clgf-east-africa/tanzania/>

⁶ <https://www.worldbank.org/en/country/tanzania/overview>

⁷ Extreme poverty on the mainland has also declined from 11.7 percent to 8 percent over the same time period.

<http://documents1.worldbank.org/curated/en/431111575939381087/pdf/Executive-Summary.pdf>

⁸ On track goals (7, 9, 11 and 12) and goals doing reasonably well (2, 3, 4, 5, 6, 8, 10 and 16), Voluntary National Review 2019, Empowering People and Ensuring Inclusiveness and Equality;

https://sustainabledevelopment.un.org/content/documents/23429VNR_Report_Tanzania_2019_FINAL.pdf

⁹ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/TZA.pdf

¹⁰ <https://www.worldbank.org/en/country/tanzania/publication/tanzanias-path-to-poverty-reduction-and-pro-poor-growth>

¹¹ <http://documents1.worldbank.org/curated/en/510681488823616126/pdf/TZ-SCD-Final-Approved-by-AFRVP-03012017.pdf>

¹² <https://info.worldbank.org/governance/wgi/Home/Reports>

¹³ In particular, donors expressed their dissatisfaction with the conduct of the election in Zanzibar. Some suspended aid to Tanzania, whilst others proposed new conditions for continuation of already signed agreements. This directly affected the UNDP LSP project, for example, as donors decided to withdraw their funding to elements of the project that were directly supporting the Zanzibar House of Representatives.

¹⁴ The former Country Director of UNDP was expelled from Tanzania in 2017 by the Government, citing concerns about poor performance and strained relations with her staff, according to various news sources. Other reports stated that the Country Director had been critical of Zanzibar's 2015 election and the controversial re-run in 2016, and opposition party members attributed her expulsion to this.

¹⁵ <https://www.imf.org/en/Countries/TZA#countrydata>

¹⁶ <https://www.reuters.com/article/health-coronavirus-tanzania-economy-idUSL8N2DO1GD>

industry, which accounted for 17.5 percent of GDP in 2017, and is particularly crucial for the economy of Zanzibar.¹⁷ The World Bank has estimated that the COVID-19 crisis could increase the poverty rate by 2.5 percent.¹⁸

The health impacts of COVID-19 are less clear, due to a lack of official statistics on the spread of the disease since May 2020, when the count was at 509 cases.¹⁹ In spite of limited data, interviewed stakeholders observed that the health impact of COVID-19 thus far had been less severe than in other regions of the world. This experience is consistent with other countries in Africa.²⁰

Annex 2 provides an overview of the key country and programme statistics.

Limitations of this review

The ICPR is an independent validation of the UNDP country office self-assessment, not a comprehensive evaluation of the country programme. The ICPR methodology emphasises validation of the outputs of existing monitoring and reporting systems, as well as independent assessment of the relevance of programmatic strategies. While the overall availability and adequacy of documentation was fair, results reporting and evidence to substantiate claims made by the country office on contributions to outcomes were limited. In some cases, project officers, managers or external stakeholders had moved on to other positions, or projects had come to completion mid-way through the CPD cycle, making it difficult to interview informants with intimate knowledge of certain interventions implemented in the current cycle.

This review has been conducted under challenging circumstances created by the COVID-19 pandemic. The ICPR did not include field visits and relied on the desk review of available documents with a limited number of remote interviews.²¹

2. PROGRESS TOWARDS OUTPUTS AND CONTRIBUTIONS TO OUTCOMES

The CPD results framework is organized around three of the four strategic priorities set out in the UNDP 2016-2021:

- **Inclusive growth:** The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.
- **Environment sustainability, climate change and resilience:** Improved environment, natural resources, climate change governance, energy access and disaster risk management.
- **Inclusive governance:** National governance is more effective, transparent, accountable and inclusive.

The CPD programme budget for 2016-2021 is \$120.9 million.

An overview of progress and ratings for outputs, and contribution to outcomes, is presented for each of the three outcomes. The overview is complemented by detailed findings and evidence presented in Annex 1.

¹⁷ United Nations Tanzania (April 2020) Rapid Socio-Economic Impact Assessment of COVID-19 in Tanzania.

¹⁸ World Bank (June 2020) Tanzania Economic Update: Addressing the Impact of COVID-19.

¹⁹ <https://www.who.int/countries/tza/>

²⁰ As covered in briefings by the WHO regional director for Africa in recent press briefings (see coverage at <https://www.devex.com/news/data-suggests-the-pandemic-is-playing-out-differently-in-africa-98204>). The reasons for this are not clear, but a significant factor is likely to be the youthful age profile of the population in Africa. In Tanzania, almost half the population (43.6 percent) are less than 15 years old, and just 2.6 percent are 65 and older. This compares to Italy, for example, where just 13 percent of the population are aged less than 15 years, and almost one quarter (23.3 percent) are 65 or older (population statistics as at October 2018 from <https://www.unfpa.org/data/world-population-dashboard>). Globally, over 75 percent of recorded COVID-19 deaths are in those aged 65 years and older. (see <https://www.who.int/docs/default-source/coronaviruse/situation-reports/20201005-weekly-epi-update-8.pdf>).

²¹ 30 interviews were conducted covering United Nations staff (2), UNDP personnel (22), development partners (7), CSOs (1) and key government agencies (3).

Outcome 1 – Inclusive growth

Overview of Outcome 1 progress and ratings – The UNDP Tanzania country programme is on track to address one of the five outputs of the inclusive growth outcome. UNDP is likely to meet indicators for Output 1.1 covering support for the integration of poverty, environment and gender considerations into policies and plans (albeit the indicator is weakly defined, which makes measurement difficult). UNDP made a marginal contribution to inclusive and sustainable social protection in Tanzania (Output 1.2) and is falling well short of targets for the expansion of social protection coverage and women’s entrepreneurship. UNDP provides some support for job creation and enterprise development (Output 1.3), but not on the scale envisioned by the established targets. UNDP made some progress towards the review and operationalization of growth sector policies (Output 1.4), but not at a pace to be sure targets would be met. UNDP was unable to make progress against three of the four indicators for Output 1.5, with modest progress recorded on the fourth. The evaluation assessed UNDP influence on Outcome 1 as low, due to the low relevance of two of the five indicators, and the limited scale of contributions to the remaining three indicators compared to targets.

Finding 1 – UNDP has been influential in drawing attention to the linkages between poverty, environment and gender equality for sustainable development in government policies and plans. However, work under the inclusive growth outcome lacks a clear strategic focus on levers for transformational change, based on analysis of constraints on sustainable and inclusive growth.

Through the longstanding poverty and environment partnership with the United Nations Environment Programme (UNEP), UNDP has previously had significant engagement in national policy development, with a focus on promoting recognition of the relationship between poverty and environmental sustainability. UNDP has engaged in policies covering fisheries, forestry, environment and climate change, and agriculture.²² UNDP had a significant role in promoting increased attention to the implications of climate change for livelihoods and poverty, and mainstreaming climate change considerations at national and local levels.²³ There is evidence to suggest that past UNDP policy engagement supported an increase in budget allocations on environment for development, although it is not known whether this was a permanent or one-time increase.²⁴

The current UNDP focus is on integrating poverty and environment dimensions in district-level planning and promoting increased regional investment. UNDP has produced a series of regional investment guides which will eventually cover each of Tanzania’s 31 regions, and which have been welcomed by the Government of Tanzania and form the basis for the development of a national investment guide that will incorporate all the investment opportunities from the various regions.

UNDP maintains a focus on livelihoods and enterprise development through several initiatives. While these are delivering tangible benefits to people on the ground, they are currently operating on a micro scale, and weak evidence is available about scalability and sustainability. These downstream interventions have targeted expanding women’s access to roles across agricultural value chains and reducing time burdens, with some success, on a limited scale.²⁵ UNDP does not play a significant role in supporting the development of Tanzania’s social protection system.

UNDP has promoted the consideration of gender equality in policy development at national and subnational levels. This has included diagnostic studies of gender gaps in agriculture²⁶ and cost-benefit analysis of community

²² UNDP–United Nations Environment Poverty-Environment Initiative Phase 2 Final Progress Report, 2014–2018.

²³ UNDP (2016) Mainstreaming Environment and Climate Change Adaptation in the Implementation of National Policies and Development Plans Project: Terminal Evaluation Report.

²⁴ UNDP (2019) Final Programme Evaluation of Joint UNDP – UN Environment Poverty Environment Initiative 2013-2018.

²⁵ UNDP (2018) Thematic evaluation of UNDP contribution to Gender Equality and Women’s Empowerment at mid-term stage of implementation of the Country Programme Document 2016 – 2021.

²⁶ See: <https://info.undp.org/docs/pdc/Documents/TZA/Final%20Report%20%20Gender%20Gap%20April%202018.pdf>

livelihoods improvement initiatives,²⁷ providing evidence for the need for gender equality and women's economic empowerment in agriculture. UNDP provided technical and financial support for comprehensive gender analysis and collection of gender equality data for the 2017 Human Development Report for Tanzania. The report provides recommendations on how to promote gender equality and women's empowerment as an end goal, and to reduce poverty and achieve inclusive economic growth.²⁸ Unfortunately, there is no evidence that this has translated into an increase in budgetary commitments or reforms with the potential to support sustained improvements in gender equality.²⁹

The current inclusive growth portfolio consists of several small-scale and loosely related initiatives. Furthermore, some are short-term, and some had funding gaps. This presents a risk that UNDP will lose its strategic focus. Previous efforts were guided by an intention to influence national budget allocations, with some success recorded in this area, but the associated indicator is no longer tracked.³⁰ The emphasis on promoting investment is sensible, but not clearly articulated in terms of the desired role and comparative advantage for UNDP, or how other UNDP interventions support this goal. Using investment guides as a basis, there is a need for UNDP to sharpen its focus on acting as a broker for increased private and public investment in infrastructure and enterprise development, including for climate change adaptation.

Finding 2 – As technical lead of the socioeconomic response cluster, UNDP completed a socioeconomic impact assessment of the COVID-19 crisis and a response plan, and has adapted its workplan to help support the crisis response. However, UNDP is not recognized as a key source of economic advice by the Government or donors, and provides only modest targeted support to address the impact of COVID-19.

The COVID-19 pandemic has impacted the UNDP programme and its delivery, including delays to some planned activities and reprogramming some of its programme funds to the response. A key part of the UNDP response was to complete a socioeconomic impact assessment, which contains a useful early summary of evidence on the impact of the crisis, and a response plan. UNDP has also adapted its workplan to implement some activities addressing the impact of the crisis, although these represent a minority of the activities proposed for funding.³¹

Interviews revealed there is limited awareness of the role of UNDP in leading the socioeconomic recovery cluster, or of the impact assessment and response plan. This assessment is not well publicized³² and interviews revealed that this work has not been visible to donors. Given the dominance of the Bretton Woods institutions as interlocutors on economic management issues, it is important for UNDP to define a clear strategy for an ongoing role in the provision of economic policy advice on the response to COVID-19.

Outcome 2 - Environment sustainability, climate change and resilience

Overview of Outcome 2 progress and ratings – UNDP Tanzania's progress on three outputs addressing aspects of climate change and environmental sustainability is mixed. Despite weaknesses in indicators, UNDP was assessed as on track in implementation and enforcement of environmental and natural resources management, due to significant contributions to forest and watershed management and progress in three of the four indicators. Progress in improving early warning systems is at risk as the established systems have not been fully

²⁷ Results Oriented Annual Report (ROAR) 2017-2019

²⁸ National Human Development Report 2017: Tanzania (see <http://hdr.undp.org/en/content/national-human-development-report-2017-tanzania>)

²⁹ UNDP (2018) Thematic evaluation of UNDP contribution to Gender Equality and Women's Empowerment at mid-term stage of implementation of the Country Programme Document 2016 – 2021

³⁰ Percentage of national budget allocated to address poverty, environment and gender.

³¹ UNDP activities were included in a costed framework compiled by the Resident Coordinator office totalling \$74 million, 14 percent funded. The UNDP component was \$13.6 million, with a funding gap amounting to 70 percent of this total. \$1.2 million has been dedicated to a number of activities such as provision of ICT services to support government functioning; socioeconomic impact assessment, procurement of medical equipment, support for food security, nutrition and market systems, and a post-disaster needs assessment from reprogrammed TRAC funds (50 percent), TRAC 2 (30 percent) and the UNDP Rapid Response Facility (30 percent).

³² A rapid assessment report was shared by UNDP to the Government of Tanzania and development partners through the DPG. It is accessible online, but it not profiled in either the Resident Coordinator office website or the website for UNDP Tanzania. The circulation of the report was disrupted due to the Government's declaration of Tanzania as a COVID-19 Free country.

operationalized. UNDP contributed to significant improvements in climate change governance, but it has been difficult to sustain support in the area. There has been little headway in establishing improved energy efficiency and/or sustainable energy solutions, or attributable progress on most of the indicators associated with output 2.2, which was assessed as off track. Overall, there is insufficient evidence to assess the significance of the impact of UNDP on improving institutional capacities for environmental and natural resources management, climate change governance, energy access and disaster risk management—the sole indicator for this outcome.³³

Finding 3 – UNDP made significant contributions to improving natural resource protection and environmental management and setting up an institutional framework for climate change adaptation in the mainland and Zanzibar. Challenges in mobilizing adequate funding affected sustainability and opportunities for upscaling successful initiatives.

UNDP is supporting the Government of Tanzania in environmental sustainability, climate change and resilience through the second programme pillar. Delivery has exceeded expectations, with expenditure by the end of 2019 at \$40.5 million, already exceeding the CPD estimate of \$31.9 million with two years remaining in the cycle. This high performance in resource mobilization is related to the procurement of equipment for the Ministry of Energy, which represents almost 48 percent of expenditure. There is a narrow set of donors funding this outcome area, namely the Government of Tanzania (53 percent), Global Environment Facility (GEF) (25 percent), UNDP (20 percent) and the Government of South Africa (2 percent).

Procurement for the Government of Tanzania accounted for the largest share of outcome expenditure, reflecting the high costs of heavy machinery and equipment that was the focus of this workstream, at 60 percent of outcome expenditure across seven interventions addressing output 2.2. 35 percent of expenditure was directed at eight interventions relating to ongoing policy work, mostly in environmental management and protection. UNDP supported limited but relevant work in disaster risk reduction and response, with two interventions accounting for 5 percent of outcome expenditure. Interventions were all nationally implemented.

UNDP achieved good results in the different areas covered by the outcome. Yet this did not translate into a favourable rating of progress at the CPD output level for several reasons. In relation to the indicators and targets for outputs, many were overly ambitious or not relevant to the work undertaken, and some were not supported with systematic measurement systems (notably for tracking capacity development outcomes). UNDP implemented initiatives in challenging and often remote contexts, with resource constraints reducing the capacity to sustain support for the development of climate information and early warning systems and climate change adaptation capacities. Other activities did not have a clear development rationale or theory of change for achieving established outputs or contributing to agreed outcomes.

Notable achievements in the area of environmental management and protection include: (i) the gazettal of seven new Forest Nature Reserves increasing their number from five to twelve and associated area by 63 percent, which increased the protection level for endemic species and threatened animals; (ii) increased management effectiveness of the 12 existing Forest Nature Reserves and four targeted protected areas in the Southern Circuit of Tanzania; (iii) established the institutional framework and improved sustainable land management to secure watershed services in four Districts (Morogoro, Mvomero, Mkinga and Muheza); and (iv) increased by 22.5 percent the area of land under sustainable forest land management in the Miombo woodland (Katavi and Tabora regions).

UNDP successfully implemented climate-based adaptation interventions in six districts (Iringa, Longido, Bahi, Chamwino, Ikung'i and Same), and developed or improved Mainland and Zanzibar's legal and policy frameworks for climate change governance. However, UNDP has been unable to sustain its focus in this area, with the major

³³ Indicator 2.1: "Level of capacity of ministries, departments and agencies and local government authorities with improved capacities in environmental and natural resources management, climate change governance, energy access and disaster risk management in the mainland and Zanzibar"

climate adaptation initiative closing in 2016.³⁴ Progress in disaster risk reduction was lower than expected due to challenges encountered in the work to establish climate information and early warning systems (see below).

Key enabling factors for achievements include: the alignment of interventions to national priorities; good understanding of issues in targeted areas; relatively good monitoring and evaluation for vertical fund projects; high participation of ministries, departments, agencies and local government authorities; and high quality of UNDP human resources, with good knowledge and experience of national planning and implementation processes.

To sustain community engagement, it is critical that communities can derive material benefit from improved environmental management and protection. UNDP interventions faced two key challenges related to sustaining community engagement and financial resources to scale up successful pilots. Several projects promoted alternative livelihood strategies to reduce pressure on natural resources, combined with support for community-based organizations to strengthen the enforcement of environmental regulations. However, maintaining efforts in these areas has been complicated by the inadequate inclusion of project costs in government budgets, and inadequate funding and timely implementation of exit strategies. The centralization of government revenues and uneven distribution of eco-tourism income across targeted areas constrained local financing for project interventions, even when they demonstrated success. Stakeholders observed that even when budgeted, project activities are not effectively financed, as they compete poorly against other national priorities.

UNDP faces tough competition in mobilizing finance from environment and climate facilities. UNDP was able to capture only 16 percent of total grant finance allocated to Tanzania during GEF 6-7 (2014-2018) period, which is substantially lower than the global average UNDP share of funding approvals under GEF 7 (31 percent). Furthermore, UNDP Tanzania was able to mobilize only 8 percent of total co-finance associated to GEF projects in Tanzania, reflecting the ability of competitors to bring significant resources of their own to the table. It follows that resource mobilization, either for stand-alone projects, or to complement and support larger initiatives by other actors, will be critical to the ability of UNDP to increase its influence over the environmental management and climate change policies and capacity of the Government of Tanzania.

Finding 4 – Documentation of UNDP support, and contribution to intended policy and development outcomes in the energy and extractives sectors, was very weak.

The ‘Sustainable Energy for All’ project, implemented by the Ministry of Energy and Minerals, was established in 2017 with a \$10 million budget, of which only \$1 million was funded (by UNDP regular resources). The Government of Tanzania subsequently contributed over \$4 million to the project between 2018 and 2019, although the evaluation team was not provided with any revised project documents to explain this. The approved project document aims to increase the percentage of the population with access to electricity and modern cooking solutions; increase the share of renewable energy in the power mix and for cooking and heating; and reduce energy consumption through energy efficiency measures. UNDP does not frame project reporting in terms of these objectives, but rather focuses on the achievement of low-level enabling activities, such as training and study tours.

The evaluation encountered similar challenges in assessing the impact of the ‘Capacity Development in the Energy Sector and Extractive Industries’ project (CADESE), which sought to enhance energy access by strengthening the policy and institutional capacity of the Ministry of Energy and Minerals, and the management capacity of the Rural Energy Agency. The 2017 project evaluation was constrained in its analysis of outcomes by inadequacies in the project monitoring and evaluation (M&E) system, evidenced by limited project steering committee meetings and progress reporting and the lack of a midterm review.

Another factor that made assessment of CADESE difficult was the evolution of its focus over time. Following its approval in 2012, four revisions to the project document were approved, largely to incorporate additional contributions from the Government of Tanzania for procurement of motor vehicles and double cabin cranes, which have accounted for nearly 77 percent of the project delivery since 2012, taking advantage of the UNDP

³⁴ Achievements in promoting climate change adaptation, however, could not be attributed entirely to efforts made during this cycle as most of the interventions began in 2011-2012 and ended during the first half of this planning cycle.

long-term agreement (LTA) system for the procurement of equipment and furniture. As a result, the \$22.9 million expenditure was more than double the initially approved budget. UNDP procurement under its LTAs with car manufacturers were estimated by the terminal evaluation to have delivered over \$4 million of savings, compared to what the Government could have achieved through its own arrangements.

For the activities and objectives originally set out in the project document performance was weak, with less than 60 percent of the activities completely achieved according the terminal evaluation, and limited substantive engagement in improving policy and regulatory settings in the sector.

Finding 5 – UNDP supported the development of early warning systems, collection of climate information and early recovery activities. However, there is a significant need to adapt digital solutions to local contexts to ensure sustainability, recognizing limitations in the supporting infrastructure, especially in remote locations.

UNDP supported the establishment of automated weather stations, relying on mobile network coverage for the collection and dissemination of climate and weather data and early warnings to end users. However, the success of this effort has thus far been constrained by technical challenges associated with the uneven reach of the mobile network. For climatic data gathering, the project opted to establish a satellite link, rather than cooperating with mobile network companies to use their mobile networks on a cost-sharing arrangement. The latter would have been more affordable and financially sustainable for the Tanzania Meteorological Agency. On weather and early warning dissemination, it failed to take into account the use of community-based radio, which might be more effective and efficient at disseminating these data, especially in areas not covered by mobile networks, or for end users without access to mobile phones.³⁵

With funding from South Africa, UNDP has contributed to the rehabilitation and reconstruction of schools and health facilities affected by the Kagera Earthquake in 2016.

Finding 6 – Consideration of opportunities to promote gender equality in the context of the environmental sustainability pillar was uneven, but with evidence of improvement in attention to gender dimensions over time.

The approach to gender mainstreaming remained mostly targeted, concerned with ensuring parity of participation in training and small-scale livelihood interventions, which has provided tangible benefits, but often on a limited scale. This was true in the case of work on renewable energy, protected area and watershed management, and strengthening of early warning systems. In individual activities, and across the portfolio, there is limited evidence of more responsive and transformative approaches,³⁶ which would require deeper consideration of how to leverage policy and systems changes that have the potential to improve gender equality outcomes on a wider scale.³⁷ Documentation of gender impacts of more targeted activities was weak.

Outcome 3 - Inclusive governance

Overview of Outcome 3 progress and ratings – UNDP has contributed to Outcome 3, but there is insufficient evidence that UNDP contributed to changes to targeted indicators, which mostly do not adequately capture UNDP contributions in what was a rapidly changing political context for implementing governance interventions. Weak indicators are also a problem for supporting outputs, which partially explains the rating of these as either at risk or off-track. However, the dominance of amber output ratings mostly reflects challenges in the operating environment, given the shrinking space available for UNDP to support reforms in targeted areas.

³⁵ UNDP (2018) Terminal Evaluation of the project: “Strengthening Climate Information and Early Warning Systems in Tanzania for Climate Resilient Development and Adaptation to Climate Change”.

³⁶ Gender responsive approaches address the differential needs of men and women and address the equitable distribution of benefits, resources, status and rights, but do not address the root causes of inequalities in their lives. Gender transformative approaches contribute to changes in norms, cultural values, power structures and the roots of gender inequality and discrimination.

³⁷ Consistent with the finding from the decentralized mid-term evaluation: UNDP (2018) Thematic evaluation of UNDP contribution to Gender Equality and Women’s Empowerment at mid-term stage of implementation of the Country Programme Document 2016–2021.

Finding 7 – Due to changes in demand from Government and donors, the ability of UNDP to support the Government of Tanzania on democratic governance issues has declined, with the organization unable to provide significant support to electoral systems, anti-corruption policies and aid effectiveness.

The space for UNDP to operate in the democratic governance sphere has shrunk considerably due to governance trends in the country, and the donor response to them. The UNDP relationship with the Government deteriorated over the initial period of the CPD, culminating in the expulsion of the UNDP Country Director in 2017, which challenged UNDP efforts in this area.

The controversy surrounding the conduct of the 2015 election in Zanzibar³⁸ resulted in donors rescinding funding from Zanzibar, leaving UNDP with few resources to continue its support to legislative and electoral work. The Government of Tanzania did not request UNDP support for its 2020 elections, despite the long history of UNDP in this area. This restricted electoral support during this CPD cycle to a legacy project, the ‘Democratic Empowerment’ project, which ended in 2017, and made it difficult for UNDP to contribute to the goal of increased voter turnout in national elections (indicator 3.2) or increased participation of female candidates (indicator 3.7). As demonstrated by reporting from the United Nations’ High Commissioner for Human Rights, the October 2020 elections were conducted without UNDP support, reflecting continuing deterioration in democratic norms and standards.³⁹

The UNDP contribution to addressing corruption in key public institutions is off-track. UNDP did some work to combat corruption in the private sector through the ‘United Nations Global Compact Network’ project, but there has thus far been limited scope to expand this effort to more substantial public sector support through anti-corruption action plans and strategies (outcome indicator 3.5). There were no projects under this cycle designed to strengthen strategies and action plans to address corruption in the public sector.

UNDP has been a long running supporter of the development effectiveness agenda in Tanzania, focusing on strengthening harmonization, coordination and alignment of donor support with Government of Tanzania policies, with a significant donor-supported role in hosting the secretariat for the Development Partners Group (DPG).⁴⁰ The events that followed the 2015 elections strained relationships with donors and partners and led the Government of Tanzania to disengage with development partners and aid effectiveness dialogues. It also resulted in UNDP leaving its role as the DPG Secretariat, thereby weakening results with DPG and aid effectiveness work. It took time after the change in leadership for UNDP to re-establish and fund its role with the DPG Secretariat.⁴¹ The first dialogue meeting in three years was held in November 2020, a potential sign of renewed commitment to donor coordination.

Under this CPD cycle, UNDP support to aid effectiveness focused on capacity building and budget support to improve the use of public sector resources and increase the use of reliable data for better resource management. The current project, the ‘Enhancing Capacity for Development Results and Effectiveness’ project, is more demand-driven than previous UNDP support for aid effectiveness,⁴² though it reflects the lack of a coherent vision for how different elements (such as support for the DPG, aid effectiveness, SDG monitoring and reporting) fit together in

³⁸ The results of the 2015 elections in Zanzibar were nullified after preliminary results were in by the Chairman of the ZEC, who cited irregularities and issues at polling sites, contrasting with the conclusions of third party observers (see http://www.temco.udsm.ac.tz/images/stories/TEMCO_Reports/TEMCO_2015_GENERAL_ELECTIONS_FINAL_REPORT_ENGLISH_VERSION.pdf). The re-run in March 2016 was boycotted by the opposition. Donors responded to the controversy by pulling their funding for governance-related work in Zanzibar, particularly around electoral and legislative support, thereby affecting UNDP capacity to provide support in this area, including in the context of LSP II.

³⁹ <https://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=26489&LangID=E>.

⁴⁰ For documentation of the first part of this history, see: UNDP (2013) UNDP Tanzania Success Stories: Development effectiveness in Tanzania.

⁴¹ Stakeholder interviews, September 2020.

⁴² According to the final report of the previous DPG Secretariat project (2011-2017) and stakeholder interviews, the intervention was more supply driven in the previous phase as there was a decreased interest in the aid effectiveness agenda by officials in the Ministry of Finance and Planning. This was due in part to the Government shifting interest to non-ODA sources of funding. There was also an erosion of trust and confidence in the Government of Tanzania and development partners’ relations.

light of diverging Government and donor interests.⁴³ The project is large, with disjointed activities and overly ambitious goals that are difficult to achieve. UNDP has not achieved the two output indicators of: 1) enabling 90 percent of ministries, departments and agencies to use the new aid management platform; and 2) creating a national system to monitor SDGs.

Despite these challenges, UNDP supported the Ministry of Finance and Planning and national statistical offices to conduct baseline surveys for the SDG targets and indicators, including information on gender gaps at the national level. UNDP supported SDG and gender-sensitive data collection for both Zanzibar and the Mainland, contributing to Tanzania's ability to determine available data and report progress on SDG 5 (gender equality) in the 2019 Voluntary National Review report, Five Year Development Plan II and the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA)II.

Financing has been a primary challenge, with most governance projects relying on limited UNDP core resources. All major projects in the portfolio have funding gaps ranging from 40 to 80 percent of estimated requirements.

Finding 8 – UNDP provided effective support that improved Tanzanians' access to justice and strengthened the capacity of the Parliament. Although access to justice and citizen participation improved in rural populations and for women and children, more needs to be done to secure access to justice for rural communities and sustain parliamentary engagement with civil society organizations (CSOs).

UNDP supported Tanzania's efforts to address sexual and gender-based violence (SGBV) and child protection, improve legal aid services, strengthen the capacity of the national human rights institution and monitor prison conditions. For instance, UNDP supported the Office of the Director of Public Prosecutions and other criminal justice actors with training on forensic evidence management for the prosecution of SGBV cases.⁴⁴ UNDP support led to increased provision of legal aid services in rural communities, reaching over 18,000 individuals (38 percent women and 30 percent children) through legal representation, counselling and advice, and education. UNDP provided effective capacity building support to the Ministry of Constitutional and Legal Affairs to provide legal aid services to 8,450 poor people in eight regions (5,200 of whom were women). Children also benefited from increased access to legal aid and the creation of children's courts and child desks in detention centres.

Tanzania made progress, with UNDP support, to increase the number of cases resolved through plea bargaining and assisted by legal aid providers, and supported the National Prosecution Service in conducting inspections to address prisoners' concerns and expedite case reviews. This resulted in 350 cases of prolonged and arbitrary detention being reviewed and addressed, and there is anecdotal evidence of reduced congestion in prisons and complaints from inmates.

The National Assembly's capacity to scrutinize legislation improved significantly with UNDP support to select sectoral committees through two phases of the 'Legislative Support' project (LSP I and II). In 2017/2018, when the LSP piloted targeted support to six of the twelve sectoral committees, field hearings were conducted for 45 percent of bills presented before Parliament, surpassing the target of 30 percent by 2021. UNDP supported marginalized, rural and/or less well known CSOs to participate in public hearings by the Parliament. There was a 59 percent increase in CSO engagement in public hearings in 2019, compared to 2018.

UNDP also supported gender mainstreaming in legislative work, with positive results achieved in the empowerment of female members of parliament, the adoption of gender-responsive budget analysis for all parliamentary committees, gender analysis of bills, and the introduction of a handbook to guide Parliament and civil society on gender mainstreaming in legislative work.

⁴³ Stakeholders reported declining engagement by both Government and donors in the aid effectiveness agenda, which is reflected in funding trends, including to the One UN multi-partner trust fund, and for UNDP aid effectiveness work. This reflects a broader trend of waning interest and enthusiasm for the international aid effectiveness agenda, as captured by several leading commentators. See for example: McKee, C., Blampied, C., Mitchell, I., and Rogerson, A., (2020), 'Revisiting Aid Effectiveness: A New Framework and Set of Measures for Assessing Aid "Quality,"' Centre for Global Development.

⁴⁴ The DPP successfully prosecuted 134 cases in 2019.

LSP II contributions to the increased participation of CSOs in parliamentary hearings, particularly non-urban and marginalized CSOs, is at risk without ongoing UNDP financing. Rural and less solvent CSOs were sponsored by UNDP to travel to join public hearings, and would not be able to do so without UNDP financing. Restricted access to Parliament premises during the COVID-19 pandemic has meant that CSOs could not physically engage with parliamentary committees, thereby risking a decline in their engagement, although they did participate through emails and petitions.

Finding 9 – Although UNDP faces challenges in encouraging the development of policies for the prevention of violent extremism (PVE), it has established itself as a valued key partner in the security arena in Tanzania and has opportunities for future expansion in addressing organized crime.

UNDP managed to deliver important results and set itself up as a valuable partner in efforts to address violent extremism and organized crime.

UNDP supported the development of the National Strategy and Action Plan for Prevention of Violent Extremism, and delivered PVE capacity building and awareness raising activities in three target regions, including with at-risk youth groups, the Tanzanian Police Force,⁴⁵ mosques and madrassas, and women-focused CSOs. UNDP worked with United Nations Volunteers (UNV) to engage at-risk youth in hotspots, and with UN Women to develop training handbooks and guidelines on PVE and gender.

The original intention was to support implementation of the National Strategy once it was finalized. This target was not achieved, as there has been a lengthy delay in approving the strategy, a process outside of UNDP control. There is no evidence of results on increasing women's participation and leadership in PVE, another objective of the project. Much of the capacity building focus has been on at-risk youth and grassroots work, which is not captured by either of the two output indicators, though crucial to address the drivers of violent extremism.

Despite implementation challenges and delays,⁴⁶ UNDP PVE work has boosted its reputation as a credible delivery partner for crime and security issues and opened the door to future opportunities for addressing serious and organized crime in Tanzania. UNDP is seen by donors as having strong potential for partnerships, particularly in anti-corruption and organized crime. Future opportunities exist for UNDP to work on PVE, particularly along the porous border with Mozambique, with donors and the Government having expressed interest in partnering with UNDP to continue its PVE work.

To capitalize on these opportunities, UNDP must be a more proactive partner, improve reporting and communication with donors and strengthen its role as a neutral intermediary between Government and donors on work related to highly sensitive violent extremism and security issues.

Finding 10 – UNDP has made good progress in ensuring gender equality is substantively considered across its portfolio, in its engagement and support for policy development, and in a variety of downstream interventions targeting and promoting women's equality and leadership roles.

Work on gender equality and women's empowerment cuts across all interventions of the UNDP Tanzania portfolio, according to the gender markers.⁴⁷ UNDP Tanzania drafted a Gender Equality Strategy (2016-2021) with the objectives of: strengthening institutional mechanisms in the country office for gender mainstreaming; ensuring gender is mainstreamed in country office programmes and projects; and creating strong partnerships to promote and strengthen the delivery of gender results. The country office was awarded a silver rating under the Gender Equality Seal process in 2016. The evaluation of the UNDP contribution to gender equality and women's empowerment at the midpoint of the CPD found that the country office had made progress in mainstreaming gender in both programmatic results and institutional systems and processes, and that senior management and staff were committed to gender mainstreaming. Progress has been made towards gender balance in procurement,

⁴⁵ 869 police trained, 247 women, 622 men, by 2018 (2019 ROAR).

⁴⁶ There were delays in the design and implementation of the PVE project attributed to UNDP staff turnover, including the project managers, change in UNDP leadership in 2017, and the sensitive nature of PVE and security related issues. The project was added to the CPD after the cycle began, because of delays in its development and design.

⁴⁷ All projects are coded GEN1, GEN2 or GEN3.

with considerations for gender balance during longlisting and the composition of interview panels and committees. More could be done to scale up interventions and move beyond basic awareness raising towards “how to” mainstream gender through specific training programmes for each thematic area, for example mainstreaming gender in climate change, elections, or poverty reduction.

From 2016 to 2019, the Tanzania country programme reported implementing 19 programme outputs with a limited contribution to gender equality (i.e. GEN1), 30 outputs which promote gender equality in a significant and consistent way (i.e. GEN2) projects, and 7 outputs with gender equality as a main objective (i.e. GEN3). There has been an increase in GEN3 expenditure from 6 percent of expenditure in the 2011-2015 CPD cycle to 9 percent in the 2016-2019 cycle, although this still falls short of the corporate target of 15 percent expenditure towards GEN3. Most programme expenditure (77 percent) was on GEN2 projects, while no GEN0 projects were implemented during this cycle.

The country office has some work to do to achieve gender parity. Currently, staffing is skewed towards men, who hold 60% of management and staff positions.

3. PROGRAMME STRATEGY AND MANAGEMENT

Finding 11 –UNDP is perceived as a valued partner in Tanzania, as evidenced by the stakeholder survey results and interviews conducted for this evaluation. However, overall progress towards agreed outputs and associated targets has been challenged by multiple factors, constraining UNDP contributions towards targeted outcomes.

The country office has faced a number of significant challenges during the CPD period. UNDP had to recover from a period of strained relations with the Government which culminated in the expulsion of its Country Director in 2017. This was followed by a succession of three short-term appointments for country office leadership, which affected continuity and strategic direction. The machinery of government changes,⁴⁸ and reshuffles of implementing partner staff, have affected the leadership of projects under national implementation modality (NIM). The relocation of the capital city to Dodoma has posed new challenges to programme implementation, including the level and frequency of engagement with government partners and the high costs of travel between the United Nations office in Dar es Salaam and government offices in Dodoma. There have been changes in the Government’s priorities for UNDP support under the democratic governance pillar, which narrowed opportunities for UNDP to provide support in some areas identified in the CPD, including as a result of changes in donor policies. Overall, there are significant capacity challenges which present a major obstacle to reform efforts in Tanzania, as reflected in the CPD and independent analysis by other leading donors.⁴⁹ COVID-19 has posed further challenges to the country office capacity to engage effectively with Government and other partners.

The country office has done well to adapt and respond to these challenges without a major drop in delivery or loss of morale, and recent government requests for UNDP support (for review of the Tanzania Foreign Policy, Vision 2050, the Tanzania Five Year Development Plan III, the Development Partners Dialogue and in natural resource management) indicate the trust and influence UNDP retains as a partner for the Government in Tanzania. However, the challenges noted above have had an impact on progress towards the expected results identified in the country office results framework, as evidenced by the predominance of outputs assessed by this evaluation as either at risk (half of agreed outputs) or off-track (just over a quarter of agreed outputs). Within data availability constraints, the partnership survey reveals that there has been a corresponding slippage in the perceived value

⁴⁸ In particular, the disbandment of the President's Delivery Bureau had a major impact on the programme, as this was the implementing partner of the ‘Support to Agricultural Delivery’ project funded by the Bill and Melinda Gates Foundation. This has led to suspension of the implementation of the project and a thorough redesign. This change has also affected another project (Forest Nature Reserves) where the project coordinator was transferred and as a result project implementation had to be revised.

⁴⁹ The World Bank Independent Evaluation Group’s review of the World Bank’s 2012 to 2015 Country Assistance Strategy, for example, rated the overall development outcome for that period as moderately unsatisfactory. By its assessment, only five out of 11 objectives were mostly achieved, with another four being partially achieved, and two not achieved.

https://ieg.worldbankgroup.org/sites/default/files/Data/reports/clrr_tanzania.pdf

and relevance of UNDP over the last three surveys,⁵⁰ including in the extent to which UNDP is considered a valued partner and has a favourable image.⁵¹ Results of the survey also indicate a decline in the perceived value of UNDP contributions to democratic governance over the last three surveys, reflecting the shrinking space for contributions in that area.

Finding 12 – Although UNDP is on track to meet its CPD resource estimates, there is scope for UNDP to increase resource mobilization for the next CPD, considering the modest contributions from bilateral donors in the current cycle and declining contributions from joint funding mechanisms.

The CPD resource framework estimated that the budgetary resources required over the cycle would be \$120.9 million, with around one third of this (\$44 million) coming from regular UNDP resources.⁵² Given the over \$25 million average annual expenditure over the first four of the six years covered by the CPD (2016–2019), UNDP is on track to meet or exceed its delivery target. Notwithstanding this achievement, the evaluation found the UNDP resource mobilization performance to be relatively modest, given the scale of official development assistance flows to Tanzania (over \$2.3+ billion annually from 2016 to 2018).

The country office relies on three main sources of income: Government contributions (42 percent of CPD expenditure), vertical trust funds (GEF contributes 10 percent of CPD expenditure), and UNDP core contributions (24 percent). Contributions from the European Commission and bilateral donors account for 11 percent, with another 5 percent received through joint funding mechanisms.⁵³

Notably, UNDP Tanzania has been receiving a declining share of declining funding channelled through the One UN funding mechanism, established in response to a request from the Government of Tanzania to be a pilot country for Delivering as One reform.⁵⁴ From 2007 to 2014, the One UN fund accounted for 31 percent of UNDP funding, compared to just 5 percent in the current programming period. At the same time, its share of funding delivered through the mechanism halved between the two periods, from 35 percent in 2007–2014, to 16 percent in 2016–2020.⁵⁵ UNDP currently has a very small role in two joint programmes funded through the mechanism and leads several components of the governance structure established under the UNDAP.⁵⁶ UNDP is cooperating well as a member of the United Nations country team, and providing effective support for the Resident Coordinator’s office.

Results from the 2017 UNDP partnership survey indicate that there is significant work for UNDP to do to demonstrate its value as a conduit for donor resources to Tanzania,⁵⁷ providing some insight into resource mobilization challenges. Unfavourable responses outweighed favourable ones on a significant proportion of the dimensions assessed by the survey.

⁵⁰ 2015, 2017 and 2020

⁵¹ Due to low response rates it is difficult to identify any clear trends from data collected in UNDP partnership survey for Tanzania, recognizing that results vary between categories of respondent.

⁵² UNDP Tanzania CPD.

⁵³ ATLAS data.

⁵⁴ The fund was established to support coherent resource mobilization as well as transparent allocation and disbursement of partner resources to facilitate delivery of common outcomes, channelling funds towards the highest priority needs based on agreed criteria, under the direction of the United Nations Resident Coordinator.

⁵⁵ Multi Partner Trust Fund Office Gateway.

⁵⁶ UNDP joint programme engagements include the Kigoma Joint Programme (see discussion under Outcome 1), where it participates in one of six pillars focused on Youth and Women’s Economic Empowerment under the leadership of UNCDF and the Zanzibar Joint Programme on women economic empowerment, in which UNDP is the lead for the SDG data component, one of four in the programme (see discussion under Outcome 3). UNDP leads one UNDAP II Thematic Results Group on Inclusive Growth, and two UNDAP II Outcome Groups, namely, Democratic Governance, Human Rights and Gender Equality, and Environment and Climate Change. UNDP also serves as Secretariat to the Development Partners Groups (main and sector on Environment, Natural Resources and Climate Change), as well as co-chairing the Energy Development Partners Group, and links to the work of the UNCMT. UNDP is the technical lead for the United Nations socioeconomic cluster for the COVID-19 response (see discussion above).

⁵⁷ There were insufficient responses from donors to report data for the 2015 and 2020 surveys. However, interviews conducted for the evaluation, in combination with a review of project documentation, reveals many of these concerns have not yet been fully addressed.

Finding 13 – The country programme has a wide scope and is stretched very thinly across objectives and partners, between upstream support for policy and capacity development and downstream measures to improve service delivery, often at a very micro scale. This creates very high transaction costs, reducing the internal resources available to ensure quality engagement, and best practices in design, monitoring, evaluation and reporting.

The evaluation considers the challenges reflected in the table above are linked to the fact that the UNDP portfolio is dominated by small and fragmented projects. This has been a long-running challenge, reflected in the country office’s integrated work plans for 2016, 2017 and 2019.⁵⁸ Unfortunately, the country office has not made significant progress in addressing this challenge.

Linked to this challenge is the fact that a significant number of projects have been approved with large funding gaps. This reduces the relevance of project designs as a basis for understanding intended outcomes, and the underlying theories of change that lead to them. Around half of the active country-level projects have sizeable funding gaps (over 40 percent of required resources). Around one-third have a duration of three years or less.

Despite financial constraints, there is limited evidence of clear prioritization to account for financing constraints. Reduced funding often results in a scaled-down activity within the planned project, without considering the feasibility of achieving meaningful progress on agreed objectives with substantially fewer resources.

Finding 14 – The country office results framework does not adequately capture or support performance measurement. The monitoring system exhibits shortcomings in the quality, relevance and frequency of results reporting.

The country office results framework defines UNDP planned contributions (outputs) to UNDAF outcomes, including performance indicators and targets for outcomes and outputs. Major weaknesses in the results framework make it difficult for UNDP to capture and measure the extent of its programme results as they contribute to people’s lives and the SDGs. These weaknesses include:

- Almost all outcome indicators are at a very high level and not appropriate measures of UNDP contributions;
- More than one third of indicators in the results framework are not tracked, either because of measurement challenges, because they have limited relevance as measures of UNDP performance, or both;
- Some indicators are highly relevant as measures of UNDP performance but are not tracked;⁵⁹ while others are tracked, but have limited relevance as measures of UNDP performance;⁶⁰

⁵⁸ The 2016 IWP states that: “UNDP will strengthen its internal capacity as per Change Facilitation Team proposal, including hiring specialists in monitoring and evaluation and gender and retraining the programme staff to improve programming and applying the programme quality assurance criteria in formulation and implementation of new projects. Emphasis will be put in ensuring that the CO adopts portfolio-based management and minimizes formulation of small projects for each intervention and hence avoid being spread too thinly.” The 2017 IWP maintains this emphasis: “The large number of outcomes and projects in the previous programme hampered the CO’s ability to properly implement and report on all the projects. The new CPD sees a reduced number of outcomes and projects, which are also more focused, coherent, and better aligned to the national and global goals. This will go hand in hand with reinforcing capacities for monitoring and evaluation of projects as well as gender mainstreaming ensuring that our projects produce better results, including for specific groups of women, and progress towards the SDGs is adequately accounted for.” The 2019 IWP observes that: “2018 was also the year that the programming principles were re-written, and the CO plans to use the changes proffered by the PPM rewrite to deliver on more innovative programs in 2019 instead of having islands of small projects.”

⁵⁹ For example, there was an effort under the poverty environment initiative to track government prioritization of the environment in the budget, but this effort has not been maintained.

⁶⁰ For example, the framework includes indicators covering voter turnout at national presidential election, voter registration, and the number of women running for election when UNDP was not invited to provide electoral support during the 2020 general elections.

- Several output descriptions and supporting indicators do not adequately capture UNDP current objectives or achievements.⁶¹ For some outputs, established rigorous measures that reflect the UNDP objective and sphere of influence are not being used;⁶²
- There are systemic weaknesses in the baseline data to support M&E and a lack of clarity on the basis for measurement;⁶³
- The alignment between initiatives and country programme outputs and outcomes and associated measures is unclear.

Many of these problems reflect the lack of active adaptation and revision of the country programme results framework to reflect changing national priorities. Aside from the inclusion of one additional output (PVE) to capture work not anticipated at the time the CPD was approved, the results framework has remained largely unchanged from the time it was approved in 2016, with many aspects now out of date. As a result, it does not provide a strong framework for communicating the work of the country office, which is important for external accountability, learning and knowledge management.

The Tanzania country office advised that it had sought to utilize the provisions of the UNDP Programme and Operations Policies and Procedures to revise its results framework in 2019, but had been prevented from doing so by the Regional Bureau. The IEO did not review the framing of this request, or the basis for the Regional Bureau's response. However, the IEO emphasises the importance of using the flexibility afforded by Programme and Operations Policies and Procedures to consider challenges, new partnerships and other opportunities to make refinements to the Cooperation Framework/CPD, Regional Programme Document and/or constituent projects that enhance the chances of achieving the agreed results and outcomes. The IEO notes that the policies provide significant scope for the Programme Board to approve revisions following consultation with the Regional Bureau. This scope should be utilized to ensure the programme remains relevant and contributes to programme level results.

The problems identified above also reflect underlying weaknesses in project monitoring. While all project documents contain a monitoring and evaluation plan, the evaluation identified significant weaknesses in project-level monitoring, including gaps in results documentation such as implementation progress reports, annual reports, and supervision reports. Many of the documents received were incomplete or poor quality, with insufficient explanation of how activities contribute to higher level outcomes, how they are resourced, challenges and risks. There were significant weaknesses in the evidence base for seven of the 14 country programme outputs, with particular problems with absent or poor quality project reporting and unclear accountability frameworks, arising from the common practice of approving projects with large funding gaps. There is significant variability in the quality and comprehensiveness of results reporting across projects. GEF projects have stronger reporting and implementation progress reports and provide a good example of solid and consistent reporting structures.

The lack of a structured and well organised approach to setting objectives and accounting for progress, as well as identifying risks and challenges, has direct implications for donor relationships and resource mobilization, as demonstrated above. Given that the Tanzania portfolio has an important innovation component, including the frequent use of pilots, it is important that UNDP more systematically tracks and documents lessons learned from its work.

⁶¹ For example, Output 1.5: 'Solutions developed at national and subnational levels for sustainable management of natural resources ecosystem services chemicals and waste' is not supported by any indicator covering UNDP support for waste management, an area where it has had some good results.

⁶² For example, the parliamentary support programme uses a measure to track the effectiveness of parliamentary scrutiny of bills, which goes to the core of the output objective (enable Parliament to perform core functions). However, this is not being used at the programme level.

⁶³ For example, the country office has reported meeting its target for a measure to capture "the extent to which national monitoring system, surveys and census are in place to monitor progress on poaching reduction and wildlife crime." While Tanzania's wildlife management system has problems, the baseline value for the indicator of zero suggests the country has had no systems in place, which is not the case. Given this, the basis for reporting achievement of the objective is unclear.

Finding 15 – The country office has made good progress in implementing its evaluation plan, which provides a reasonable overview of the work undertaken by the country programme.

The country office has conducted 20 out of 28 planned evaluations over the CPD period, which exceeds the number envisaged in the CPD evaluation plan. This includes outcome evaluations for each of the three programme pillars, and an evaluation of the gender impact across the three outcomes. IEO assessed the quality of 13 of the completed evaluations, with nine (69 percent) rated moderately satisfactory, three (23 percent) rated satisfactory, and one moderately unsatisfactory. This is in line with the results for the Africa Bureau and for UNDP.

The country office should address the quality of evaluations, in order to increase their utility for decision-making. This may warrant a modest reduction of the number of evaluations, to free up resources to invest in analytical methods or partnerships that may provide deeper insights into the impact of key interventions. It will also be important to lift the quality of project and programme level results frameworks and associated data collection, given the role this plays in providing data for evaluations.

Finding 16 – Fostering a culture of innovation and learning will require a more strategic approach to risk, and increased acceptance that some failure is unavoidable, and even essential, for learning and greater impact.

UNDP Tanzania’s most recent staff survey results (2018) suggest a relatively high level of internal satisfaction in the country office.⁶⁴ The main challenges revealed by the survey relate to engagement with risk, which has implications for the development of UNDP capabilities as an innovator, an area which the partnership survey suggests UNDP can improve. While the results of UNDP Tanzania in this respect are consistent with the UNDP average, there is continued weakness in the perception of UNDP value as an innovator, outside of the Tanzanian Government. 90 percent of Government respondents to the survey provided favourable responses to the proposition that “UNDP provides innovative solutions.” This contrasts with the perception of other respondents, with just 36 per cent agreeing to the same proposition.⁶⁵ In two areas the CO results stand out as significantly lower than the UNDP average or external benchmarks: 45 percent agreed that “In UNDP, it is acceptable to take a chance on an idea even if it doesn’t work out as planned”, and 55 percent that “In my office, failure is seen as an opportunity to learn and improve”.⁶⁶

Established in 2019, the UNDP Tanzania Accelerator Lab has a significant focus on the inclusive growth portfolio. The Lab’s focus on supporting innovation through the testing and scaling up of development solutions provides a potential lever for encouraging a stronger culture of, and capacity for, innovation in the country programme. Given limited resources, it is important that UNDP manages the Lab in a way that connects to and complements existing initiatives, rather than increasing fragmentation, which is already a problem.

⁶⁴ On 84 measures UNDP Tanzania’s results are the same or better than the agency average, compared to just seven measures where they are worse. The 2018 figures are a major improvement on 2016, with improvements recorded on 59 measures, as against declines on 23 measures.

⁶⁵ UNDP (2020) Partnership Survey - Country Report (Tanzania).

⁶⁶ UNDP 2018 Global Staff Survey result comparison with 2016 Global Staff Survey, Tanzania Country Office.

4. RECOMMENDATIONS AND MANAGEMENT RESPONSE

Recommendation 1. [Linked to findings 1, 2, 6, 7, 8, 10, 11 and 12] UNDP should sharpen its focus on strategic yet realistic objectives for policy and systems change, grounded in an understanding of the political economy and UNDP comparative advantages. While targeted local initiatives provide valuable tangible results, the key test of UNDP value as a development partner relates to its capacity to positively influence policy and systems at scale.

Towards this objective, UNDP should look for opportunities for a more coordinated and collaborative approach to addressing key development challenges, working with other United Nations agencies, including through the Resident Coordinator's office where appropriate, and development partners and international financial institutions, where grants can be a powerful tool for influence in support of loans. Such partnerships are crucial for UNDP to exert influence on a larger scale, scaling up pilot initiatives and sustainability of results. To facilitate this, UNDP will need to improve its communication with development partners and take a more prominent role in convening key stakeholders, acting as a neutral interlocuter and bridge between development partners and the Government. This was identified as an area of weakness in both this evaluation and the 2015 IEO evaluation.

Given trends in the policy environment since the 2015 election, the space for UNDP to operate within the governance sphere will continue to be constrained. The challenge will be to identify areas of work that are closely aligned with government objectives and the interests and resources of other development partners. Private sector engagement, anti-corruption efforts and environmental management are areas that provide good prospects for expansion.

To inform UNDP positioning and provide a basis for policy dialogue in focus areas, UNDP should establish a tracking system to monitor government commitments to results in areas where UNDP is working (gender equality, poverty and environment).

Management response: Partially agreed. From 2019 to date, UNDP has sharpened its strategic focus and identified niche initiatives that are fully in line with emerging government priorities as well as donor interests. Co-creation of new strategic programmes such as the Funguo (Innovation Ecosystem Strengthening Programme), Investment & Sustainable Cities Programme; Natural Wealth Governance, Tourism Recovery & Resilience Programme, to name a few is proving fruitful in ensuring alignment, buy-in, and stronger partnerships with government, development partner, private sector and other actors. This is in line with the CO 2019 retreat agreements which are being implemented, outlining a number of "Big Moves" and strategies for aligning with current government priorities and fulfilling UNDP strategic SDG integrator role. See link [here](#).

A critical niche for UNDP Tanzania is our support to government in the area of Financing for Development, currently underway with a Development Financing Assessment and Integrated National Financing Framework as integral elements of the new Five-Year Development Plan.

In addition, UNDP has registered success in supporting strategic policy and systems changes, for example, in the agricultural sector (support to change in policy and regulations i.e. Fertilizer Bulky Procurement regulations, the Warehousing Receipt System Act, Agricultural Land Bill, the Land Bill, the National Agricultural Policy and VAT exemptions to Agriculture sector) and being the technical lead in the UN system in support of the third Five Year Development Strategy for Tanzania and MKUZA IV (Zanzibar) and Tanzania Vision 2050.

In the response to COVID 19, UNDP Tanzania led the process of the Rapid Socio-Economic Impact Assessment with United Nations agencies and development partners, recommendations of which influenced the national response to an extent; followed by a co-leadership with the European Union of the DPG Working Group on COVID-19 socioeconomic impact.

The UNDP country office acknowledges the need to strengthen its development partner engagement and communications as well as its multi-stakeholder convening role as an interlocutor. UNDP will also strengthen, through a more systematic approach, the monitoring and tracking of government commitments to UNDP results areas, facilitate multi-stakeholder dialogues around key emerging issues and align programme actions accordingly. The one year extension of the current UNDP cycle would give an opportunity to strengthen further UNDP strategic engagement and prepare better for the next cycle by drawing best lessons.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
1.1 Undertake Strategic Programme Review in light of emerging national and partner priorities and:				
1.1.1 Re-align country office to better deliver the programme and strategic integrator role	June 2022	RR, DRR, Programme Coordinator		
1.1.2 Conduct analysis and facilitate dialogues to better inform UNDP contribution to UNSDCF preparations, ensuring sharper strategic policy and systems change objectives and results	December 2021	Programme Coordinator, Pillar Leads		
1.2 Review UNDP Tanzania's Governance Offer in line with new Government's priorities	March 2021	RR, Programme Coordinator, Governance Pillar		
1.3 Establish stronger & more systematic tracking system to monitor government commitments to UNDP results areas and align programme actions accordingly	System in place by March 2021 Tracking Continuous	M&E Specialist		
1.4 Develop and implement a strategic donor and private sector engagement plan for the country office and for each programme (complementing PCAP) in line with the UNDP Integrator role	New Plan by June 2021 Engagement continuous	Strategic Unit		
1.5 Strategic support to Government on formulation of national plans i.e. Five-year Development plan and Vision	December 2021	Programme Coordinator and Pillar leads		

indicators on which UNDP can realistically have a measurable influence. To this end, UNDP should work with the United Nations country team to revisit the structure of its current UNDAP results framework, building on lessons learned from its implementation.

The country office should improve its results-based management practices to better support adaptive management, innovation, knowledge management, communication and accountability. This should focus on improving the quality and compliance of reporting, as well as strengthen the M&E and research capacity of individual projects, especially for innovative and pilot projects.

Particular attention should be paid to ensuring clarity of intended outcomes in the case of initiatives approved with large funding gaps, given that these gaps will necessarily require reduced scope or ambition, or both. A theory of change approach should be used to ensure that there are plausible linkages between programme activities and intended outcomes, with a view to avoiding the implementation of activities that do not meet this test.

Management response: Agreed. The country office early this year made a review of outputs and submitted them to headquarters, but they were not processed. This action will be followed up immediately and practiced annually. The country office should follow up on the changes made in the review of outputs and submitted to headquarters to ensure that the changes are reflected in the current indicator framework

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 Review CPD indicators annually and remove redundant indicators as necessary and communicate with Regional Service Centre to ensure that the changes are effected into the relevant systems	June 2021 then annually	M&E analyst and Project managers		
3.2 Add any new outputs as necessary	Annually	M&E analyst and Project managers		
3.3 Create a reporting template for progress reports which will ensure quality in project reports	March 2021	M&E analyst		
3.4 Establish a tracking system with reporting deadlines to ensure accountability for reporting	July 2021	M&E Analyst		
3.5 Conduct an internal annual review of CPD that will feed into the UNDAP annual review	June 2021	M&E Analyst Pillars heads		
3.6 Training for staff on project management and RBM	September 2022	Human resources		
3.7 Co-create and Co- design projects with private sector, development partners, United Nations agencies, philanthropic and government	Continuous	Programme Coordinator and Pillar heads		

Recommendation 4. [Linked to findings 1, 6 and 10] To increase the scale of the impacts in gender equality, UNDP must move beyond a focus on participation and engagement, or small-scale interventions, to changes that have the potential to provide transformational benefits.

Although UNDP has integrated gender mainstreaming across its programming during this CPD cycle, and achieved a silver gender seal status, UNDP should build on its awareness raising and capacity building work to support programming that provides tangible benefits for women and marginalized populations, ensuring that no one is left behind. UNDP can increase the impact of its gender mainstreaming work by focusing on poor and marginalized women, for example through access to justice work, and scaling up interventions that economically empower women, for example through agriculture value chains.

The issue of the sustainability of gender equality results is important, particularly for the gender mainstreaming in parliamentary work. However, the effort to institutionalize gender mainstreaming through this intervention, for example through guidelines, induction training for new members of parliament and gender responsive budget analysis, is a good practice that should be replicated across other governance interventions in order to ensure sustainability.

The country office should also continue with gender mainstreaming efforts and aim to upgrade to their gender seal status from silver to gold in the next CPD period.

Management response: Agreed. Key actions will be to revive the gender committee in the country office and put in place an operational place that will ensure increased impact on gender equality including moving the country office from silver rating to Gold rating in the gender seal.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
4.1 Conduct training on gender to increase awareness through the ongoing projects	June 2021	Programme Coordinator and Pillar heads		
4.2 Scaling up gender (in our new programmes/projects) through strategic policy and systems change interventions	June 2022	Programme Coordinator and Pillar heads		
4.3 Deliberate collaboration and coordination with other agencies and partners who work on gender issues	June 2021	Programme Coordinator and Pillar heads		
4.4 To revive gender committee and resume its function	June 2021	Programme Coordinator and Pillar heads		
4.5 Develop or revise Gender equality action plan	June 2021	Programme Coordinator and Pillar heads		

* Status of implementation is tracked electronically in the ERC database.

Annex 1. Tanzania progress towards outcomes and outputs in results and resources framework

OUTCOME 1.	CPD Outcome 1: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.		
Outcome indicators	<p>Indicator 1.1 % of national budget allocated to address poverty, environment and gender</p> <p>Indicator 1.2 Number of poor and vulnerable households benefitting from social assistance</p> <p>Indicator 1.3 Number of United Nations-supported business start-ups or enterprises enabled to expand under UNDAP II that are still operating 24 months later</p> <p>Indicator 1.4 Number of individuals who report an increase in their income levels as a result of UN-supported initiatives during UNDAP II</p> <p>Indicator 1.5 Public social protection expenditure as % of GDP</p>	<p>Outcome resources (\$m)</p> <p>UNDAP/UNSDCF Estimated Resource requirements: \$130.5 [\$51.5 (funded), \$79 (Un-funded)]</p> <p>CPD Estimate: \$43 [\$20.1 (regular), \$22.9 (other)]</p> <p>Expenditure to date: \$26.3 [\$9.5 (regular), \$16.8 (other)]</p>	
Outcome assessment	<p>Insufficient evidence: There is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the influence of changes in the outcome needs to be improved. UNDP does not track progress against indicator 1.1. UNDP does not provide support on a scale that would make a measurable contribution to indicator 1.2 or 1.5. Contributions to the remaining indicators are very modest, and off track, compared to targets.</p>		
CPD Output	CPD Output Indicators	UNDP progress and contribution	Key interventions
Output 1.1: Select ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive environmental policies	<p>Indicator 1.1.1</p> <p>Number of policies/plans that integrate and allocate resources for implementation of</p>	<p>On track (CO rated as on-track)</p> <p>UNDP reported support for six plans⁶⁷ and four policies⁶⁸, as evidence of progress against a target of five policies and five programmes under indicator 1.1.1. over the CPD period. Not reported by the country office, but also addressing the indicator, is work on the development of six district development plans, inclusion of which means the target for the indicator was exceeded.</p>	<p>00061911-Pro-Poor Economic Growth & environmentally sustainable development (2011-2019) \$13m [\$2.5m (regular), \$10.5m (other)]</p>

⁶⁷ These include some that were not policies, or were not completed in the current CPD cycle. They are: i. National Fisheries Policy 2015, ii. Agriculture Sector Development Plan II, iii. Five-Year Development Plan II, iv. Devolution by Decentralization Policy; v. Healthcare Waste Management Policy, vi. National Microfinance Policy 2017; vii. Review of National Agricultural Policy (2013), viii. National Economic Empowerment Council (NEEC); viii. National Strategic Plan 2019-2023.

⁶⁸ National Fisheries Policy 2015.

<p>sustainable and inclusive growth policies/plans</p>	<p>poverty, environment and gender.</p>	<p>The Poverty Environment Initiative (“pro-poor economic growth & environmentally sustainable development”) project contributed to output 1.1. by supporting the integration of poverty, environment and gender considerations into national and subnational policies and plans. This includes the Five-Year Development Plan II; and its implementation plan; the poverty monitoring system; the National Environment Policy and the National Fisheries Policy (2015). At the subnational level, the project sought to integrate poverty and environment dimensions into six District Development Plans and budgets (Bunda, Bukiba Rural, Sengerema, Nyasa, Ikungi, and Ileje) including a reported increase in financial resources allocations to these issues.</p> <p>The “Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture and the Agricultural Lead Ministries” made several relevant contributions to the second Agricultural Sector Development Programme of Tanzania (ASDP II). Progress were made mostly in setting up a sector wide information system, review of policies and plans and set up of insurance schemes.</p> <p>The “Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into Local Economic Development (LED) and SDGs Localisation for sustainable development and poverty eradication in Tanzania” project contributed to the development of five regional investment guide to inform government planning and policy-making and promote public-private partnership in local economic development initiatives. It is not clear however, how these guides integrate poverty, environment and gender dimensions or whether they have led to inclusive and sustainable investment in the targeted regions. The guides were welcomed by the GoT which expressed its intention to upscale the initiative to all Tanzania districts. The project has also made early progress in the localisation of the SDGs and the capacity building of the GoT for the monitoring and evaluation of SDGs. Outcomes level results are yet to be materialised to assess these SDGs related initiatives.</p> <p>The Accelerator Lab was launched in Tanzania in 2019, which a potential to contribute to output 1.1. through its focus on issues of the circular economy, including waste management, agricultural marketing systems and urbanisation with a strong youth and women participation anticipated. It is too early to assess its contribution to the output.</p> <p>The “Southern Agricultural Corridor Support Project” made substantial progress at establishing the SAGOCT centre, a public private partnership to promote inclusive growth in the agricultural sector at the regional level. UNDP no longer has a role in this initiative.</p> <p>Key gender equality results</p> <p>The use of the gender marker rating for interventions contributing to output 1.1. is defensible. The “pro-poor economic growth & environmentally sustainable development” made significant contributions to mainstreaming of gender across national development and sectoral policies, especially in the agricultural sector. This progress was made through diagnostic studies of gender gaps in agriculture⁶⁹ and cost-benefit analysis if the community livelihoods improvement initiatives⁷⁰ in Tanzania⁷¹ providing evidence for the need for gender equality and women economic empowerment focused interventions in the agricultural sector. The project “mainstreaming Poverty-Environment-Gender-Climate Change Objectives into LED and SDGs Localisation for sustainable development and poverty eradication in Tanzania” was expected to have a significant contribution to gender equality and the</p>	<p>00068928- Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture and the Agricultural Lead Ministries (2013-2021) \$3.2m [\$ \$0mcomm (regular), \$3.2m (other)]</p> <p>00092476-Mainstreaming Poverty-Environment-Gender-Climate Change (2018-2022) \$1.4m [\$0.8m (regular), \$0.6m (other)]</p> <p>00061942-Capacity Development for Mainstreaming Trade (2011-2019) \$0.7m [\$0.6m (regular), \$0m (other)]</p> <p>00068926-Southern Agricultural Corridor Support Project (2012-2018) \$0.2m [\$0.2m (regular), \$ \$0m (other)]</p> <p>00119623-Accelerator Lab-Tanzania (2019-2021) \$0.1m [\$0.1m (regular), \$0m (other)]</p>
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⁶⁹ See: <https://info.undp.org/docs/pdc/Documents/TZA/Final%20Report%20%20Gender%20Gap%20April%202018.pdf>

⁷⁰ ROAR 2018. See: https://www.tz.undp.org/content/tanzania/en/home/library/crisis_prevention_and_recovery/publication_1.html

⁷¹ ROAR 2015. See: https://www.tz.undp.org/content/tanzania/en/home/library/crisis_prevention_and_recovery/publication_1.html

	empowerment of women. It is not clear to IEO whether the project made progress toward that goal. Additionally, UNDP provided to the GoT comprehensive gender analysis and data on gender inequalities through the 2017 Human Development Report. The report provides recommendations on how to promote gender equality and women's empowerment as an end goal and to reduce poverty and achieve inclusive economic growth. ⁷²	
Supporting evidence	<p>00061911-Pro-Poor Economic Growth & environmentally sustainable development (2011-2019) \$13m [\$2.5m (regular), \$10.5m (other)]</p> <ul style="list-style-type: none"> – This project is the second phase of the long-running UNDP/UNEP Poverty-Environment Initiative partnership with the Ministry of Finance and Planning⁷³ as national implementation agency. It sought to develop the capacities of targeted national institutions in designing and implementing pro-poor economic growth and sustainable development policy in Tanzania. The project is funded by the EU, DFID and UNEP pooled funds (Norway, SIDA, Spain) as well as UNDP and UN-Women. – Two outputs are pursued by the project: (i) improve national and district level institutional capacity to mainstream poverty and environment objectives, gender dimensions and climate change into planning, budgeting, monitoring and coordination mechanisms; and (ii) increased national and district level institutional resources and budgetary allocations and expenditure for environmental sustainability, gender-responsive poverty reduction and livelihood improvement. – Key input provided by the project are resources for capacity development activities, policy advice, technical expertise, access to best practices, mainstreaming of cross-cutting issues on gender and environment, and resources for the establishment of a centre for south-south cooperation. <p>Notable progress/achievements:</p> <p>The project was evaluated as part of the joint UNDP/UNEP evaluation of the global poverty environment initiative programme. The following are extracted from the draft final progress report provided by the country office and covering project activities between 2013-2018.⁷⁴</p> <ul style="list-style-type: none"> – The PEI made progress in integrating poverty, environment and gender objectives to national planning and monitoring systems. This include at national level the Five-Year Development Plan II (Year); and its implementation plan (2017); the poverty monitoring system (2017)⁷⁵; the National Environment Policy (Year)⁷⁶; the National Fisheries Policy (2018). At the subnational level, the project worked to integrate poverty and environment dimensions into six District Development Plans and budgets (Bunda, Bukiba Rural, Sengerema, Nyasa, Ikungi, and Ileje). – Implemented studies to support the inclusion of gender and environmental dimensions in pro-poor development policies: a 2018 study on the Factors Driving the gender gap in agricultural productivity in Tanzania and a 2017 UNDP report on “Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania.” This showed the profitability of pilot initiatives such as aquaculture, apiculture and biogas production, and outlines a business proposal for upscaling of these initiatives, as well as institutional arrangements and capacity development strategy. – The PEI has contributed to increasing government expenditures on the environment by influencing policies and plans, policymakers and demonstrating the need for investments in environmental sustainability. The terminal evaluation for the initiative reports expenditure tracking by the project which revealed that the Vice President’s Office budget of US\$ 3.7 million, expenditure on the environment for development increased from 42.1% in 2015/2016 to 56.25% in 2016/2017, while the national annual budget for the 2017/18 fiscal year showed an overall increase in the development budget resources allocation. However, it is important to recognize that expenditure trends on environment and climate are not always linear, and an increase in one year may be followed by decreases in following years, reflecting changing political priorities. 	

⁷² ROAR 2017. See: <http://hdr.undp.org/sites/default/files/thdr2017launch.pdf>

⁷³ The Poverty Eradication Department and the Policy Analysis Department are implementation department for the MoFP.

⁷⁴ Draft UNDP – UN-Environment Poverty Environment Initiative – Country Final Project Progress Report (2013 – 2018)

⁷⁵ The Ministry of Finance and Planning (207) Draft Poverty Monitoring System

⁷⁶ The Ministry of Finance and Planning (2017) Draft Five Year Development Plan Implementation Strategy

Challenges

- Late reception of funding, move of government office to the new capital Dodoma, and the merging of ministries after the change of government all affected implementation of the project.
- Recommendations made by PEI final progress report suggest that more need to be done to improve GoT capacity in mainstreaming poverty, environment and gender in development policies and plan. This includes the use of cost-benefit analysis of the sustainable environment and natural resource management to make a case for further poverty-environment linkages in development policies; enhance organisational capacity of key government institutions for poverty-environment mainstreaming; ensure a leadership role of the MoFP in promoting poverty-environment mainstreaming and a coordination role with the Vice VPO DOE and MALF, a continuous advocacy to further the institutionalisation of poverty, environment and gender at national and subnational levels.
- Lack of continuation of tracking of budget allocations, reducing the capacity for ongoing policy dialogue on budget priorities.

00092476-Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into Local Economic Development (LED) and SDGs Localisation for sustainable development and poverty eradication in Tanzania (2018-2022) \$1.4m [\$0.8m (regular), \$0.6m (other)]

- The project aimed to address multidimensional poverty, inequalities and climate change in Tanzania by strengthening investments in poverty reduction through the sustainable use of the environment and natural resources.
- This project a continuation of UNDP/UNEP/UN Women joint PEI/pro-poor environmental sustainable economic growth project to scale up pilot intervention on nature-based livelihood improvement and poverty reduction that were undertaken in six districts of Ileje, Nyasa, Bukoba rural, Sengerenna, Kungo and Bunda and other partners related interventions. It particularly seeks to support the implementation of the regional Investment guides that provide concrete benefits to local communities.
- Three outputs are pursued: (i) National and sub-national government entities have strengthened technical capacities in planning and budgeting to implement poverty-environment-gender-climate change programmes, and relevant SDG targets in an integrated and coherent manner; (ii) LGAs enhanced capacities and partnerships with the private sector leading to increased investments and resources that deliver gender-responsive livelihood improvement and poverty eradication, Environment and Natural Resources (ENR) sustainability and SDGs at sub-national levels; (iii) Economic productivity and incomes for women from ENR sub-sectors-based enterprises increased (agriculture, forestry and fisheries)
- The project contributes to output 1.1 through its upstream and downstream work at integrating poverty, environment, gender and climate objectives in the overarching policies, guidelines and frameworks and their associated implementation mechanisms.
- Total resource require by the project is USD 5.9m of which USD 2.1m was funded at the start of the project and it is largely funded by TRAC, with a small grant from the regional office through PEI. It is implemented in both Tanzania mainland and Zanzibar by the Poverty Eradication Department of the Ministry of Finance and Planning.

Notable progress/achievement

- Studies were implemented to improve National capacity for SDGs monitoring and localisation of SDGs. The 2017 ROAR reported enhanced capacity of the MoFP and the National Statistical offices for SDG monitoring through the production of the SDG Baseline Report (2017).⁷⁷ And the implementation of a study on SDG localisation into local economic development.⁷⁸
- Four (4) feasibility studies were conducted in to expand fish cage farming from 4 to 8 pilots in Lake Victoria. As a result, nine (9) private companies were licensed to undertake fish cage farming.⁷⁹ The project disseminated the cost benefit analysis of sustainable livelihood interventions in three districts to inform scale-up by national partners.⁸⁰

⁷⁷ ROAR 2017-The Ministry of Finance and Planning (2017) SDGs Tanzania's Baseline Report.

⁷⁸ ROAR 2017- The University of Dar es Salaam (2017) Draft Dialogue platforms at sub-national level for SDG localization and Local Economic Development

⁷⁹ ROAR 2017- Economic and Social Research Foundation (2017) Feasibility study for the expansion of Meatu milk company limited

⁸⁰ UNDP (2017) Dissemination of Cost Benefit Analysis study <http://www.facebook.com/undptz/>, <http://www.facebook.com/undptz/>

- The project developed regional investment guides in five regions⁸¹ (to inform government planning and policy making and promote public-private partnership.⁸²⁸³ This through the provision of support services for business development capacity to LGAs and the provision of technical advices in the development of the RIG and associated business plan.
 - To improve national commitment to upscale the development of regional investment guides, the GoT asked the 30 regions of Tanzania to team up with UNDP to develop their RIG to boost local economic development and the national industrialisation agenda.

Challenges

- Project funding is limited. The project was approved with a significant funding gap, and no local funding partners. Scale of downstream interventions is very limited.

00068928-Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture and the Agricultural Lead Ministries (2013-2021) \$3.2m [\$ \$0m (regular), \$3.2m (other)]

- This is the continuation of an agricultural sector transformation programme which started in 2013 funded by the Bill and Melinda Gate Foundation (BMG). It is an extensive redesign of the first phase of the project—"Catalysing agricultural Development in Tanzania-Agricultural Delivery Division (ADD)" which was implemented from 2013 to 2016 to support the establishment of the Agricultural Delivery Division in the President's Office.⁸⁴ RARIS has a budget of USD 3.8m.

- The redesign involved a change of partners to the Ministry of Agriculture, after ADD was disbanded. RARIS provides technical support to the Ministry of Agriculture and the agricultural sector led ministries (ASLMs) to ensure effective and efficient delivery of the National Agricultural Sector Development Programme phase II (ASDP II). RARIS aimed to improve the livelihoods and income of smallholder farmers, notably youth and women through an increase in agricultural productivity and income, improved commercialisation of agricultural product and better inclusion of the unemployed. The project aimed to deliver four key outputs: (i) support policy coherence, problem-solving and analytics; (ii) support value chain agro-processing, stocking and logistics management; (3) support stakeholder Engagement, Partnerships and communication; and (4) enhanced investment and business opportunities Identified, performance management, knowledge management and innovation, and mindset change to Managers in the Ministries and Related Institutions.

- RARIS is implemented by the Ministry of Agriculture in collaboration with the Economic and Social Research Foundation (ESRF), which plays the role of lead facilitator and provider of technical support to the government. Key beneficiaries are the Ministry of Agriculture (MoA), and agricultural sector lead ministries: the Ministry of Fisheries, the Ministry of Lands and the President's Office, Regional Administration and Local Government Tanzania.

Notable achievements:

- RARIS design provides several entry points to address poverty and gender issues in agricultural policies and plans. This through the review of policies, laws and regulations and their impact on the agricultural sector, the change of policies and regulations, the review of the fertiliser procurement system, identify policy research areas and provide evidence to policymakers in support of evidence-based agricultural sector policy design, and support the implementation of the ASDPII with the design of implementation plan and results framework.

- RARIS helped establish an Automated Farmers Registration System (AFRS) and ongoing registration of farmers in various agricultural value chains; designed real time information dashboard for the Agricultural Sector.⁸⁵

- RARIS provided policy analysis support to MoA through implementation of specialised research studies, providing data and evidence for advocacy and policy review processes. This includes review of the National Agricultural Policy, 2013; seed industry review; procurement system for fertiliser, survey on warehouse stocking and logistics.⁸⁶

⁸¹ LGAs are increasingly required to undertake resource mobilization, including partnering with private sector

⁸² Economic and Social Research Foundation (2017) Regional Investment Guide for Simiyu Region <http://www.esrf.or.tz/pubdetails.php?id=296>, <http://www.esrf.or.tz/pubdetails.php?id=296>

⁸³ Economic and Social Research Foundation (2017) Regional Investment Guide for Mwanza Region <http://www.esrf.or.tz/pubdetails.php?id=319>, <http://www.esrf.or.tz/pubdetails.php?id=319>

⁸⁴ No terminal evaluation report was available for IEO to assess the performance of this initial stage of the programme.

⁸⁵ ROAR 2019; and see: <https://www.thecitizen.co.tz/news/Minister-directs-crop-boards-to-identify--register-farmers/1840340-4915382-jj8jfo/index.html>

⁸⁶ ROAR 2019

- Supporting the preparation and launch of a crop insurance programme in the cotton sector to benefit 100,000 cotton farmers (80% of which are women) in Simiyu Region, to improve their resilience to climate change.⁸⁷ This is the result of the partnership of the contribution of UNDP, MoA, Simiyu Region and the National Insurance Cooperation.

Challenges

- RARIS represent a successful attempt of UNDP to retain BMG funding in support of Tanzania agricultural sector development, after the original project, "catalysing agriculture development in Tanzania" was interrupted due to the disbanding of the main national implementation partner the President Delivery Bureau.⁸⁸
- Overall, the level of evidence provided, indicate progress in the implementation of the ASDP II in implementation of activities. However, there is limited evidence of impacts on mainstreaming poverty, gender and environment in agricultural-related policies and plans and of UNDP contributions. Reporting is focussed at the activity rather than outcome level.

00119623-Accelerator Lab-Tanzania (2019-2021) \$0.1m [\$0.1m (regular), \$0m (other)]

- The Accelerator Lab Tanzania is part of a global network labs established by UNDP in 2019. Through this project, UNDP aims to: (i) increase country offices and partners capability for scanning, sensemaking and experimentation for sustainable development solutions; (ii) Scaled at country level new sustainable development solutions as part of UNDP country programme and operations, national policy and/or local markets; and (iii) established and functioning a global learning and scaling network.
- In Tanzania key activities planned for 2019 and 2020 are communication and local engagements and experiments and solutions mapping. The accelerator lab specifically focused on issues of the circular economy, including waste movement, agricultural marketing systems and urbanisation and are aiming for strong youth and women participation in the initiative⁸⁹

Notable progress/achievement/challenges

- Too early to assess impacts of activities conducted to date.

00068926-Southern Agricultural Corridor Support Project (2012-2018) \$0.2m [\$0.2m (regular), \$0m (other)]

- The Southern Agriculture Growth Corridor Centre (SAGCOT) is a public-private partnership that aims to mobilise private sector investment to achieve rapid and sustainable growth by facilitating the development of agricultural businesses through economies of scale, synergies and increased efficiencies.
- This project provides technical assistance and institutional capacity building to the SAGCOT centre and SAGCOT lead institutions (i.e. Rufiji Basin Development Authority (RUBADA) and the Ministry of Agriculture, Livestock and Fisheries (MALF)) to effectively support awareness and implementation of the SAGCOT initiatives.
- This support will be achieved through two outputs: (i) Strengthened capacity of the SAGCOT Centre to effectively coordinate and implement the SAGCOT Five Year Work Plan and (ii) strengthen the capacity of the Ministry of Agriculture, Food Security and Cooperatives and the RUBADA to support smallholder farmers engagement in the corridor.
- The project was set to contribute to the 2011-2015 UNDP on ensuring collaboration between relevant MDAs, LGAs and Private Sector to promote investment and local economic development.

Notable progress/achievement/challenges

- The project was independently evaluated in 2016⁹⁰ and indicates a substantial improvement in the capacity of the SAGCOT centre to deliver on its mandate through the formulation of policies, systems of management and governance, and processes. This created confidence in the Centre, which attracted investment and support from other development partners. Additionally, it provides an example of successful Public-Private Partnership (PP) model in light with the positive results by the Centre and implemented projects. SAGCOT centre M&E and reporting system remained weak, however, and there is a need for further development of the PPP model.
- The capacity of the MALF and the RUBADA was improved as well to support smallholder farmers engagement in the corridor. A notable achievement was the increase in rice productivity from 4 to 8 tons per acre which relate to MALF promotion of the SRI technology and the land use plans that have been developed with the support of RUBADA in the SAGCOT clusters.

⁸⁷ ROAR 2019

⁸⁸ ROAR 2017, 2018, 2019

⁸⁹ See: <https://www.tz.undp.org/content/tanzania/en/home/presscenter/pressreleases/AccsITZLaunch2019.html>

⁹⁰ UNDP and SAGCOT (2016) Terminal Evaluation of Southern Agriculture growth corridor of Tanzania (SAGCOT) capacity development project

	<p>Certificate of Customary Rights of Occupancy (CCROs) land ownership systems are a good intervention in ensuring poverty reduction whereby people and communities can now access loans in banks using their land titles as collateral security. However, the abrupt closure of the project has inhibited the achievement of critical outcome such as the processing and registration of land titles, which might be a concern for sustainability.</p> <ul style="list-style-type: none"> - There is a need for further strengthening of RUBADA which need rebranding through a multimedia communication strategy as RUBADA has a negative public image, and the enactment of the RUBADA act to avoid overlap of mandate and confusion with the Local Government Act. - Key factors that contributed to the progress made relate to the participatory approach adopted throughout the project cycle and strong government support.⁹¹ The use of local structures is key in resolving land issues and supporting the success of community-based projects through the facilitation of effective community mobilization, consensus building and use of indigenous skills and expertise in resolving community issues. - The Tanzania's conducive policy framework and the created SAGCOT catalyst fund provide great opportunities for the sustainability of the project while the inadequate funding of the agricultural sector and poor infrastructure in the SAGCOT area threat the project's sustainability. 		
IEO assessment of adequacy of supporting evidence	<p>- There is a need for better reporting of progress and achievement for three key interventions contributing to output 1.1. namely RARIS, PEI, Mainstreaming Poverty-Environment-Gender-Climate Change and the Accelerator Lab. There is a lack of clear alignment between activity level reporting, and country level results framework output and outcomes and associated indicator. Reporting of activities needs to be framed in the context of intermediate and longer-term outcomes and include discussion of evidence about outcomes. The local component of PEI accounts for \$18 M expenditure, yet the final project report is incomplete, failing to account clearly for activities conducted, outcomes achieved, and lessons learned. A major revision to the project scope, in the form of a government contribution coming to close to half the project value, is not explained, and no project document is available explaining this revision.</p>		
Output 1.2: Options enabled and facilitated for inclusive and sustainable social protection	<p>Indicator 1.2.1 Number of households in target districts benefiting from social protection initiatives</p> <p>Indicator 1.2.2 Number of women with increased entrepreneurship and livelihood skills in targeted 28 districts</p>	<p>Off-track (CO rating is at risk)</p> <p>Two interventions were designed to contribute to output 1.2. The "Joint Programme to support Productive Social Safety Nets (PSSN)" and the "UN joint programme for the region of Kigoma" which is equally contributing to output 1.3.</p> <p>UNDP made a marginal contribution to inclusive and sustainable social protection in Tanzania. No progress was reported by UNDP on increasing the number of households benefiting from social protection (Indicator 1.2.1).⁹² Under the Kigoma joint programme however UNDP in collaboration with ILO provided a business training on starting and improving business for 245 women in Kigoma region, against the target of 15,000 women with increased entrepreneurship and livelihoods skills (indicator 1.2.2).</p> <p>The lack of contribution of UNDP to social protection policies was the outcome of a government decision to develop a social protection policy instead of the UNDP supported National Social Protection Framework (NSPF) for coordination of social protection interventions across sectors.⁹³ However the draft framework and the assessment of social protection interventions in Tanzania were expected to inform the development of the new policy. Contribution to gender equality and the empowerment of women occurred through the implementation of a gender assessment of the PSSN programme and the design of gender training modules to Tanzania Social Action Fund (TASAF) staff. Their meaningful contribution to gender sensitive social protection system is yet to be demonstrated.</p>	<p>00085002-Joint Programme to support Productive Social Safety Nets (2014-2019) \$0.8m [\$0.5m (regular), \$0.3m (other)]</p>
Supporting evidence	<p>Project level notes:</p> <p>00085002-Joint Programme to support Productive Social Safety Nets (2014-2019) \$0.8m [\$0.5m (regular), \$0.3m (other)]</p>		

⁹¹ Due to the alignment of the project to national development priorities, regional (CAADP) and global obligations (MDGs and SDGs).

⁹² UNDP Tanzania Indicator Matrix:

⁹³ ROAR 2017

	<p>– This is a joint programme between UNDP, UNICEF, ILO and UNFPA with TASAF. UNDP role was to support the establishment of effective social protection systems and structure through: (i) coordination at national and sub-national level; (2) knowledge management, monitoring and evaluation; and (3) capacity development at national and local level. Across these three areas of focus UNDP planned to enhance ICT systems, gender responsive approach to social protection and gender mainstreaming in all project related processes.</p> <p>Notable progress/achievement/challenges</p> <p>– The joint programme was evaluated and was assessed as having made a marginal contribution to outcomes despite the delivery of planned outputs.</p> <ul style="list-style-type: none"> • Macro level: Despite good progress in the achievement of activities (80% of delivery) the Joint Programme contribution was delayed due to the change in GOT focus from Social Protection Framework to the development of a Social Protection Policy.⁹⁴ • Meso and Micro level: Notable outputs such as M&E system, communication and advocacy strategy, nutrition training materials and livelihood enhancement training guidelines are drafted but still need approval, testing amendment and scaling up. Consequently, there is still a need for capacity development of monitoring staff, of agricultural extension systems, and skill development training relevant to local income generating activities. <p>– One good practice identified by the evaluation is the strong involvement of beneficiaries at all the three level of the Programme which was noted by the project stakeholders and positively contribute to the sustainability of action at the sites of implementation.</p> <p>– The reported contribution of the JP PSSN to gender equality and the empowerment of women was mostly done at institutional level. UNDP conducted an in-depth gender assessment of the PSSN programme implemented by the TASAF which informed the development of a TASAD gender mainstreaming action plan and the design of new PSSN programme.⁹⁵ Additionally a series of training modules on gender responsive programming for TASAF staff were developed. It is not clear whether these training module contribute meaningfully to improved capacity of TASAF staff to design and roll out gender sensitive public works programme and livelihood models, and whether this has led to a systematic integration of gender dimension into the National social protection system.</p> <p>– The project did no function effectively as a joint programme. The agencies collaborated effectively as parallel entities but did not establish a common platform from which to engage in evidence-based, innovative activities. There was a lack of realism in the workplan, given the resources available for the number of agencies involved.</p>		
IEO assessment of adequacy of supporting evidence	-Adequate, including terminal evaluation.		
<p>Output 1.3:</p> <p>Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income</p>	<p>Indicator 1.3.1 Number of youth and women's enterprises benefiting from increased income and market access</p> <p>Indicator 1.3.2 Number of male and female youth in job-creation schemes</p>	<p>Off-Track (CO assessment, "at risk")</p> <p>Three projects contribute to the objective of improving youth and women's productivity and income under (output 1.3.): the Kigoma joint UN programme; the integrated farm hub initiative; and the implementation plan on youth economic empowerment.</p> <p>UNDP reports that against indicator 1.3.1, working with ILO it has supported 289 youth (85% women) in 12 enterprise groups to refine and scale up their enterprises. This is against a target of 500 enterprises. Work was in three districts, well short of the 28 districts identified in the output.</p> <p>Evidence provided to verify progress and achievements reported against this indicator is inadequate consisting of a press release and a tweet.</p>	<p>00103503-UN Joint Programme for Kigoma (2017-2021) \$0.9m [\$0.1m (regular), \$0.8m (other)]</p> <p>00112905-Youths Economic Empowerment; through Connecting Dots VC Ecos (2018-2019) \$0.7m [\$0.2m (regular), \$0.5m (other)]</p> <p>00117721-Connecting youth and women with sustainable</p>

⁹⁴ Evaluation of the United Nations joint programme to support Tanzania's Productive Social Safety Net (PSSN), 2018

⁹⁵ ROAR 2017

	under the auspices of the National Service Department who have secured employment annually	<p>UNDP has reported against indicator 1.3.2 that 21,079 youth (9,815 women) have participated in job-creation schemes and secured employment annually against a target of 1000.</p> <p>No evidence was provided that would enable verification of this indicator. In its response to the IEO ICPR questionnaire, the CO reported that: support to 32,320 smallholder sunflower farmers (15,669 women) has translated into an increased income to the farmers giving them an incentive to increase acreage and productivity. No evidence was provided in support of this claim, and it does not address the indicator in any case.</p> <p>Additionally, in the absence of supporting evidence, no progress toward gender equality and the empowerment of women could be substantiated.</p> <p>On this basis, progress towards the output is assessed as off-track.</p>	<p>agriculture through off-grid integrated farming hub in 6 districts of Tanzania (2019-2020) \$0.7m [\$0.7m (regular), \$0m (other)]</p>
Supporting evidence	<p>00103503-UN joint Programme for the region of Kigoma (2017-2021) \$0.9m [\$0.1m (regular), \$0.8m (other)]</p> <ul style="list-style-type: none"> – UN joint programme to improve human security in the region of Kigoma, one of the poorest and most isolated region in Tanzania.⁹⁶ Kigoma is located in a regional high risk area and three refugee-hosting districts of Kasulu, Kibondo and Kakonko with refugees coming mostly from DRC and Burundi that form approximately a quarter of the existing population in host districts. The Programme include six components: (i) sustainable energy and environment; (ii) youth and women’s economic empowerment; (iii) violence against women and children; (4) education; (5) WASH; and (6) Agriculture. – UNDP is one of five UN Agencies that contributes to the youth and women’s empowerment component, under the leadership of UNCDF. This component sought to increase the income of 20,000 women and 10,000 youth in rural areas, as a result of UNDP supported initiatives. Additionally, the second component sought to impact more than 400 businesses, start-ups and enterprises enabling them to expand and be operational 24 months post project. – The youth and women empowerment component include eight (8) outputs: <ul style="list-style-type: none"> i. develop strategies to address local bottlenecks and barriers to women economic empowerment; ii. improve capacities of policy makers and LGAs to craft evidence-based by-laws, programmes, budgets and investments that meet the needs of women; iii. enable and increase the performance of key institutions, including business regulatory bodies, trade/investment institutions and BDS targeting gender sensitive enterprises; iv. enable targeted enterprises both in host community and in refugee population to expand, add value to their product and move up the value chain across the country with a focus on women; v. increase learning opportunities and skills development for refugee and host community youth; vi. establish pipeline of gender responsive investment projects; vii. establish local capacity to increase the ability of the private sector to finance gender sensitive LED projects; and viii. develop an enabling mechanism to accelerate finance for local economic development both in host community and in the refugee population. – UNDP has contributed to two out of the eight outputs through the following activities: <ul style="list-style-type: none"> ○ provide women enterprises and women producer groups with business advisory services and technological change required to grow their businesses by learning through South-South Cooperation exchanges (output 4). ○ fin collaboration with UNCDF and ITC, deliver capacity building programme to financial service providers to finance gender responsive investments and develop products and services tailored to the needs of women entrepreneurs (output 7). 		

⁹⁶ This programme involved a wide array of participating UN agencies: UNIDO, UNEP, UN Women, UNCDF, UNESCO, FAO, UNDP, ILO, UNHCR, ITC, UNICEF, UNFPA, IOM, WHO, UN HABITAT and WFP.

- Key activities involve conducting diagnostic studies, advocacy works, design and implementation of relevant trainings, provide technical assistances and/or facilitate the design and implementation of interventions and set up necessary infrastructures.

Notable progress and achievement

- One performance report from 2019 was provided to assess UNDP contribution to the KJP and output 1.3. This notes that UNDP was about to disburse micro grants for enterprise development to 12 groups in four districts.

00112905-Youth Economic Empowerment through Connecting Dots in the Value Chain Ecosystem - YEEVACE (2018-2019) \$0.7m [\$0.2m (regular), \$0.5m (other)]

- YEEVACE is a six-month initiation plan which implement preliminary activities to enable the formulation of a project to enhance youth entrepreneurship capacity for inclusive economic development based on a model of “connecting the dots” within the value chain ecosystem. This PIP focus on two component enterprise/entrepreneurship development and “economic diplomacy by Ministry of Foreign Affairs and East African Cooperation (MODAEAC). The proposed interventions as toward the design of a full project are:
 - support the Youths responsive BDS for LGAs (Regions and Districts) through development of Regional Investment Guides and associated feasibility studies and business plans;
 - support to access to innovations’ and new technologies, facilitate technological transfers for youth entrepreneurs skills enhancement; and
 - in-country partnerships and networks as delivery model for Local economic Development (LED) linked to economic diplomacy as envisaged under the FYDP II.
- This initiation plan is to be implemented between July and December 2018 in coordination with the National Economic Empowerment Council - NEEC).

Notable progress/achievement

- Two progress reports were submitted in 2018 with the last reporting that the expected outputs will be used in finalizing the UNDP project document for youth economic empowerment through connecting the dots in the value chain ecosystem. Results reported do not relate to outcome or output indicators, and do not note challenges or risks.
- No follow-on project had been established at the time of the evaluation.

00117721-Connecting youth and women with sustainable agriculture through off-grid integrated farming hub (IFH) in six (6) districts of Tanzania (2019-2020) \$0.7m [\$0.7m (regular), \$0m (other)]

- IFH is a TRAC funded USD 1.3m 18 months initiation plan project to improve the productivity and profitability of youth farmers and youth agro-based SMEs, by setting up sustainable off-grid fully integrated farming hub with a complete ecosystem of smart farmer technologies. These innovative technologies include but are not limited to: (i) renewable power systems; (ii) internet connectivity; (iii) storage device; (iv) micro-drip irrigation systems; (v) water pumps and (vi) organic manure recycle from food waste.
- Two specific objectives are pursued by the project: (i) enable youth to engage in sustainable agriculture through Off-Grid IFH while supporting strategic partnership, collaboration, linkages to markets and finance and (ii) promote and drive an innovative concept that will enable sustainable management of food waste into organic fertilizers through the bio fertilizers and bio booster technology.
- The IFH initiative is targeting at least 1,200 youth and women to access integrated farming hub (demo plot) out of which 30% of total target will develop initiatives to support the SDGs. The Programme is implemented jointly with the Tanzania Horticulture Association (TAHA)
- The main approach of this project is to support demand driven agri-business ideas by youth groups in the 6 districts (Bunda, Same, Moshi Rural, Siha, Arumeru, Busega) through a youth agriculture challenge “Kijana na Kilimo Challenge”. This challenge being the main platform to gather compelling, innovative ideas from the youth groups, which will be supported subsequently by the project.

Notable progress and achievements

	- No progress reports were provided at the time of the desk review. ⁹⁷		
IEO assessment of adequacy of supporting evidence	- Can be improved. Progress reports were provided for just the two of the three interventions contributing to this output: additionally, the ROARs do not provide performance reporting and the indicator matrix progress reporting is not substantiated by evidence.		
Output 1.4: Relevant policies and programmes in growth sectors reviewed and operationalized based on evidence/data	<p>Indicator 1.4.1 Number of growth sector policies and programmes that utilize indicators and data disaggregated by sex and groups for inclusiveness.</p> <p>1.4.2 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.</p>	<p>At risk (CO Assessment is “On-track”)</p> <p>Reported progress is not sufficient to be confident targets will be met by the end of the CPD period. Evidence provided to substantiate claims of progress is weak.</p> <p>UNDP reported support for three programmes⁹⁸ and one policy⁹⁹, as evidence of progress against indicator 1.4.1. against a target of five policies and five programmes over the CPD period. One of these was completed before the CPD started.</p> <p>The CO reported some improvement against indicator 1.4.2 covering national capacity in monitoring the post 2015 agenda and the SDGs from a baseline assessed capacity of “low” (1), to (2) against a target of “high” (4), on a 1-5 scale. The lack of evidence provided in performance reporting through the ROARs and contributing interventions however prevent IEO ability to identify/corroborate progress toward output 1.4. The CO’s response to the ICPR questionnaire does not directly address the output or associated indicators. The CO reports having reviewed the 2013 agriculture sector policy, but it is not clear based on reporting what aspect of this review has been operationalised. Similarly, the CO reports having completed a review of the Bulk Procurement System (BPS) for Fertilizer which identified a number of weaknesses and gaps and notes that the implementation of the study’s recommendations to address weaknesses and gaps in the BPS for fertilizer is on track, but provides no evidence.</p>	
Supporting evidence	<p>Project notes:</p> <ul style="list-style-type: none"> - The two projects linked to this output in UNDPs systems are regional projects, with no specific progress reports related to Tanzania. - This is also related to Indicator 3.4.2 “Existence of a national system to monitor the Sustainable Development Goals” (see output 3.4 – there is currently no national system in place, but UNDP reports plans towards this outcome). - The output is unclear, as is indicator 1.4.1. 		

⁹⁷ A progress report was submitted to the evaluation team in February 2021, however during the time of the desk review, progress reports were not available.

⁹⁸ Poverty Reduction Action Plan; Five-Year Development Plan (FYDP) II, Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA III).

⁹⁹ National Fisheries Policy 2015.

IEO assessment of adequacy of supporting evidence	<p>- Inadequate. ICPR questionnaire only provides a very limited evidence addressing the output and associated indicators.</p> <p>- Documentation of SDG mainstreaming reporting for work on the mainland is weak and does not provide a basis for tracking progress towards the output (see discussion under outcome 3).</p>		
<p>Output 1.5: Solutions developed at national and subnational levels for sustainable management of natural resources ecosystem services chemicals and waste</p>	<p>Indicator 1.5.1 Number of households in the 28 targeted districts which experience an increase in their incomes</p> <p>Indicator 1.5.2 Number of new jobs/livelihoods created through management of natural resources in the 28 targeted districts, disaggregated by sex</p> <p>Indicator 1.5.3 % of hectares of land improved through soil/water conservation methods in supported districts</p> <p>Indicator 1.5.4 Number of women in selected districts participating in decision -making processes on use of national resources</p>	<p>Off-track (CO assessment is “at risk”)</p> <p>Two interventions were identified by the CO as contributing to output 1.5, one related to climate change adaptation and the second related to biodiversity finance. While progress was made by the climate change adaptation interventions, they do not contribute toward the indicators associated with the output for development of solutions for sustainable management of natural resources, ecosystem services and chemical waste management. This is corroborated by the lack of progress reported by the indicator matrix and the ROARs.</p> <p>No change was reported against three of the four indicators associated with this output, and progress on the final indicator was very modest, compared to its target. The BIOFIN project, which could potentially contribute to output 1.5. did not show any progress either. Interventions in CO outputs 1.2, 1.3 and 2.1 likely made some contribution to the indicators in output 1.5, but not in a way that can be readily quantified.</p> <p>While the output includes references to solutions for chemicals and waste there are no indicators to capture this focus area. As is addressed under output 2.1 UNDP has made some significant contributions to improving waste management in the healthcare system, the lack of indicators means it is not possible to account for this in the ICPR methodology.</p> <p>Despite this lack of progress toward indicators under output 1.5, significant progress was made at integrating climate change adaptation strategies into national and subnational development plans, as is reflected in the assessment for output 2.2 (Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access). There is however a need to build on the progress made to establish an operational climate change adaptation governance structure and financing mechanisms. This has not been a major focus since the mainstreaming project wound up in 2017.</p>	<p>00061990-Mainstreaming Environment & Climate Change in Development plans (2011-2019) \$0.6m [\$0.1m (regular), \$0.5m (other)]</p> <p>00106358-The Biodiversity Finance Initiative (BIOFIN) Phase II (2019-2021) \$0m [\$0m (regular), \$0m (other)]</p>
Supporting evidence	<p>00061990-Mainstreaming Environment & Climate Change adaptation in the implementation of National Policies and Development plans (2011-2019) \$0.6m [\$0.1m (regular), \$0.5m (other)]</p>		

- This intervention sought to strengthen GoT national capacity to address climate change challenges through five outputs:
 - i. Mainstream environment and climate change adaptation in national development planning process as part of MKUKUTA-II implementation;
 - ii. reviewed NAPA as part of the process for the development of National Climate Change Strategy and NAMAs;
 - iii. strengthen institutional framework for climate change governance;
 - iv. develop national climate change financing mechanism; an
 - v. improve level of information availability and awareness on climate change impacts and adaptation strategies, environmental laws and regulation among the general public and rural communities.
- The project was initially planned for the 2012-15 period but extended to July 2016. The project is implemented by the Vice President Office (VPO) and the Ministry of Finance with a total budget USD 5.1m. Project expenditure to date is about USD 4.9 m, and expenditure of USD 0.6m in the current planning cycle, with the bulk of project activities implemented in the past planning cycle. Need to discuss inclusion of this project into the scope of this evaluation and review the mapping of the project to output 1.5.

Notable progress/achievement

- **Institutional framework on climate change governance:** The project succeeded to make climate change adaptation a core cross-cutting development issue at different level of government and across sectors, through:
 - i. Improved institutional coordination around environment and climate change, by increasing the involvement of the Planning Commission of the President Office (PO-PC), the National Climate Change Steering Committee (NCCSC) and National Climate Change Technical Committee (NCCTC) to further the integration of E&CC into relevant National Planning process.
 - ii. Implementation of a study “**assessment of CC vulnerabilities to underpin delivery of MKUKUTA-II on Agriculture, Forest and Livestock sectors (2013)**” which define climate change challenges and identified possible entry points, of mainstreaming E&CC adaptation in key MDAs Sector plans.
- **Improved capacity** of the PO-PC was critical for E&CC issues to be subsequently addressed into national development plans, including the Second Five-Year Development Plan (FYDP II-2016/17-2020/21). It also provided the basis for the development of sector specific climate change adaptation plans with the Ministry of Agriculture, Livestock and Fisheries (MALF) and the Ministry of Water and Irrigation, which successfully translated the NCCS (2012) and adaptation into their sector strategies through the development of relevant climate actions plans. These plans were a basis for the subsequent development of the Matopoma Climate Smart Agriculture Programme (MALF) and the development of Climate Resilience Guidelines for the conserving water supply and engaging water management both in urban and rural areas.
- The project implemented three out of the four planned pilot interventions to provide evidence of how climate change adaptation can be integrated to development projects at local level, notably on food security in Dodoma and Mwanza; through improving access to water and improved livelihood.
- **Climate change adaptation related policies designed:** The project has led to Improved capacity of the GoT for climate change adaptation. It facilitated the finalisation of the National Climate Change Strategy (NCCS -2012), the review of the National Adaptation Program of Action (NAPA) and the development of the National Adaptation Plan (NAP) in line with the NCCS.
- **Limited but critical progress toward enhanced national capacity for governance of climate change adaptation:** The project has supported best practice field visits to Ethiopia and Thailand to learn from examples of institutional arrangements for climate change governance in the area of establishing financing mechanism (Ethiopia NCFM) and institutional framework for good governance of climate change (Thailand). This allowed to inform discussion on designing appropriate intuitions for the governance of climate change adaptation in Tanzania and establish a network of high-level decision makers from the three governments improving their ability to participate effectively on the international area such as COP meetings.
- A follow up in-depth study on “**Climate Change Institutional Assessment for Tanzania (2015)**” provided options for consideration by the government including necessary structure, functions and capacity needs for effective climate change governance. Improved preparation of the VPO, DOE, MoFP and other MDAs for participation in the UNFCCC annual conference of Parties (COPS) meetings.
- The project however established a foundation with an informed view of the additional actions needed to establish the NCFM. Progress ensured necessary mobilisation and capacity building of relevant stakeholder (MoFP, VPO-DOE, NEMC, NCCSC and CCTC) and consensus toward establishing a flexible NCFM which provide the opportunity of accessing a wider range of potential climate finance.
- Progress made towards establishing the NCFM include: the Tanzania National Climate Change Finance Analysis (2013) report and its review which identified additional issues that needed to be addressed to operationalize the NCFM to deliver the NCCS and the Zanzibar Climate Change Strategy (ZCCS); establishment of a secretariat at MoFP for coordination of NCFM development process, organizing a multi sector functional working group to guide NCFM; a learning trip to Ethiopia to learn from their design, establishment and operationalisation of their

	<p>functional NCFM; the subsequent implementation of a study “toward implementing climate change action in Tanzania (2019) which provide options for establishing an NCFM in Tanzania; The Ethiopia trip informed the MoF, VPO-DOE and UNDP report “Framework for a NCFM for Tanzania (2014).</p> <ul style="list-style-type: none"> – Limited progress in establishing a National Climate Financing mechanism (NCFM) to support Tanzania better access of funding to implement climate change adaptation measures.¹⁰⁰ Challenges related to establishing the NCFM include determining the appropriate institutional structures to offer flexibility, build appropriate capacity and strategic positioning for implementation of climate change finance. External constraining factors include complexity of the accreditation process, and limited time and human resources. – Effectively establishing the NCFM, will need to build on the current progress, the completion of the related project activities (i.e. establish the governing body, further stakeholder engagement to establish consensus on implementation, and the political aspect of accreditation) and address remaining steps such as define financial, technical and management aspects of the functioning of the NCFM; its management information systems; climate change finance mobilisation strategy and access to seed money for launching. – Improved level of information availability and awareness on climate change, impacts, adaptation strategies, environmental laws and regulation among the general public and rural communities. – Production of research and publications for climate change awareness that were valuable for capacity building at district levels but also for awareness raising of the public. Publication in English and Kiswahili and the use of comic to increase outreach of publication materials. It is not clear how many people were reached specifically as a result of these activities, and what is the overall increase in knowledge on climate change adaptation in the public and targeted government officials as a result of these activities. – Improved capacity for climate change adaptation in LGAs: NEMC conducted climate change and adaptation capacity building in 33 districts of the 169 districts in Tanzania. These capacity building consist of delivering information about climate change and adaptation to district official, using the knowledge gained to identify climate change vulnerable locations in their districts, and consider possible adaptations strategies. Monitoring data from three districts covered by NEMC showed an increase in formulation of adaptation plan in more than 80% of districts, but lack of financial resource hampered implementation of these plans. Monitoring data at district level showed an improved awareness of district officer on climate change and adaptations strategies by sector.
IEO assessment of adequacy of supporting evidence	-Adequate for Mainstreaming Environment & Climate Change (terminal evaluation completed)

OUTCOME 2.	Improved environment, natural resources, climate change governance, energy access and disaster risk management.	
Outcome indicator	Indicator 2.1 Level of capacity of ministries, departments and agencies (MDAs) and LGAs with improved capacities in environmental and natural resources management, climate change governance, energy access and disaster risk management in the mainland and Zanzibar	<p>Outcome resources (\$m)</p> <p>UNDAF/UNSDCF Estimated Resource requirements: \$ 86.2 [\$57.5 (funded), \$28.7 (Un-funded)]</p> <p>CPD Estimate: \$ 31.9 [\$8.9 (regular), \$23 (other)]</p> <p>Expenditure to date: \$39.8 [\$7.3 (regular), \$32.5 (other)]</p>

¹⁰⁰ The establishment of a NCFM is therefore relevant to widen source of funding and coordinate use of funds management. Adaptation funding continues to be a persistent challenge in Tanzania. A conservative estimate in economics of climate change in Tanzania (2011) put needs at USD 500m per year to USD 1 Billion per year by 2030 under a business as usual scenario. Current resource mobilization without the NCFM established is about USD 200 million of international finance commitment at the start of 2014 with approximate USD 400 million forthcoming mostly (80%) from local development partners and some through access to UNFCCC funds.

Outcome assessment	<p>Insufficient evidence (CO rating-High level of influence): There is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators; or the indicators used do not adequately capture UNDP contribution. New indicators may need to be developed that meet quality standards and support monitoring and reporting of progress.</p> <p>UNDP over the course of this planning cycle, supported ministries, departments and agencies (MDAs) and LGAs in areas of environmental and natural resources management, climate change governance, energy access and disaster risk management, working in the mainland and Zanzibar. Notwithstanding some solid contributions in certain areas, there is little evidence this has triggered a sustainable improvement of the capacity of supported institutions over the CPD cycle. Even well-structured projects such as the project on strengthening early warning system capacity, included the following finding from its TE: "As the 'Capacity Score Card' assessment at the end of the project has not been done it is not possible to assess the achievement of the project objectives, in terms of the indicator specified in the results frame-work." The monitoring systems of other major projects under the outcome, such as SE4ALL and CADESE, have even less information on potential capacity gains.</p>		
CPD Output	CPD Output Indicators	UNDP progress and contribution	Key interventions
<p>Output 2.1:</p> <p>Relevant ministries and districts are able to formulate implement and enforce environmental and natural resources management policies strategies and regulations</p>	<p>Indicator 2.1.1 Number of ministries with functioning sustainable environmental and natural resources plans and strategies</p> <p>Indicator 2.1.2 Number of districts with financial and sustainable environmental / natural resources plans and strategies</p> <p>Indicator 2.1.3 Extent to which national monitoring system, surveys and census are in place to monitor progress on poaching reduction and wildlife crime</p> <p>Indicator 2.1.4 % of land covered by forests in 28 targeted districts</p>	<p>On-track (CO Rating – On track)</p> <p>UNDP achieved some significant progress in improving the capacity of targeted ministries to formulate, implement and enforce environmental and natural resources management policies strategies and regulations. This included:</p> <ul style="list-style-type: none"> - Expansion of the capacity of the Tanzania Forest Service in managing seven new forest nature reserves, and the area covered by FNRs from 186,883 to 305,600 ha. The seven new Forest Nature Reserves are Magamba (9,283ha); Chome (14,283ha) Mkingu (23,388ha); Uzungwa Scarp (32,763ha), Rondo Plateau (14,000ha); Minziro (25,000ha) and Mount Hanang (5,871ha) - Contributed to the expansion of the Tanzania National Park Authority in managing four targeted protected areas in the southern circuit of Tanzania. These parks are Ruaha National Park (RUNAPA), Kitulo National Park (KINAPA), Mount Rungwe Nature Reserve (MRNR) and Mpanga Kipengere Game Reserve (MKGR). - Strengthening institutional arrangements for integrated SLM into IWRM of the two targeted catchments, including four developed and approved district (Morogoro, Mvomero, Mkinga and Muheza) and 16 villages Land Use Management Plans integrating SLM by districts and village authorities. - Increased the uptake of SLM practices to secure watershed services and improved livelihoods, albeit at a small scale. These include, 22,295 ha of land and river buffer put under management; about 31,830 river surrounding community members sensitized on protection of the reserved land; 8 percent adoption rate of sustainable rangeland management practices by targeted livestock keepers; provided water points for livestock and clean water supply for communities, away from rivers and small-scale income generating activities.¹⁰¹ (SPANEST) - Increased extent of forest land under SFM: The extent of land under SFM principles stood at 290,788 ha, exceeding the project target of 280,000 ha within Katavi and Tabora Regions. The project has thus contributed to mainstream SFM principle in 22.5 percent of the total forest land areas (1,291,791.2 ha) within the Katavi and Tabora Regions. 	<p>00083123-Enhancing the Forest Nature Reserves Network (2014-2020) \$4.8m [\$0.9m (regular), \$3.9m (other)]</p> <p>00086631-Securing Watershed services through sustainable land management in the Ruvu and Zigi Catchments (Eastern Arc Region) of Tanzania - Ruvu & Zigi catchments (2016-2020) \$4.5m [\$1.2m (regular), \$3.3m (other)]</p> <p>00060996-Strengthening protected areas in southern Tanzania (2011-2018) \$1.9m [\$0.8m (regular), \$1.1m (other)]</p> <p>00061743-Mainstream Sustainable Forest Management in the Miombo (2011-2019) \$1.5m [\$0.8m (regular), \$0.7m (other)]</p>

¹⁰¹ 2018 mTR estimated progress at 70% of target

		<ul style="list-style-type: none"> - Increased in the extent of woodland under active JFM/CBFM in the targeted areas. 500 ha of woodland were put under CBFM and 522,454 ha natural regeneration management were upscaled with the involvement of tobacco companies creating private forests adopting the CBFM processes. - Recovered highly degraded patches and woodlands around villages. The recovery rate achieved by the project is 11 percent below a target of 25 percent which was a higher target at the outset. <p>Output indicators are not well defined or aligned with recorded contributions and achievements. However, there is sufficient evidence to justify an on-track rating based on the output description, and contributions made by underlying activities to planning, policy development and enforcement at national and district levels.</p> <p>Contribution to gender equality and the empowerment of women:</p> <ul style="list-style-type: none"> - Enhancing Forest Nature Reserves network: Despite being categorized as GEN2 project, the project did not have a gender strategy and have not reflected gender sensitive indicators in its result framework. This is a missed opportunity for addressing the participation of women in a male dominated conservation sector, and for addressing the potential negatives impact of conservation on the well-being of women who depend on natural resources for basic needs such as water and firewood. - Strengthening Protected Areas Network (SPANEST): Lack of focus on gender aspects: despite being designed to have significant contribution to gender equality and the empowerment of women, the project mostly targeted women in the limited income generate activities. - Sustainable Forest Management: This is a GEN2 project with expected significant contribution to gender equality and the empowerment of women. Initially there was a limited focus on women economic empowerment, but the project made a significant adjustment to its results and resource framework to integrate gender dimension into the project after the 2016 MTR. Progress toward gender equality and the empowerment of women were however limited to gender targeting, mostly on an ad-hoc basis, and have been constrained by women limited access to land tenure as a majority of the IGAs were land based. Given this limited focus on gender, a GEN1 rating would have been an appropriate rating for this project. 	<p>00081390-Support to combating wildlife crime and advancing conservation (2014-2016) \$0.4m [\$0.4m (regular), \$0m (other)]</p> <p>00087082-Reducing UPOPs and Mercury Releases from Health Sector (2015-2020) \$0.6m [\$0m (regular), \$0.6m (other)]</p> <p>00089902-Combating Poaching and illegal wildlife trade (2016-2017) \$0.1m [\$0m (regular), \$0.1m (other)]</p> <p>00092475-Safeguarding Zanzibar's Forest and Coastal Habitats (2018-2019) \$0.1m [\$0m (regular), \$0.1m (other)]</p>
Supporting evidence	<p>Natural resource management and protection</p> <p>Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania (2014-2020) \$4.8m [\$0.9m (regular), \$3.9m (other)]</p> <ul style="list-style-type: none"> - Forest Nature Reserves are the highest level of protected areas (PA) under the Forest Act in Tanzania. They are sites of high biodiversity and endemism, state owned and managed by the Tanzania Forest Service (TFS). No extraction of biomass is allowed and uses are restricted to research, education and nature-based tourism. The project design identified two barriers to the maintenance of FNRs: management deficiencies in the expansion, planning and operations of FNRs and insufficient funding for improved management of sub-network of FNRs. At the design of the project, Tanzania, counted five FNRs covering a total area of 186,878 ha in Amani (8,380ha); Uluguru (24,115ha); Kilombero (134,511ha); Nilo (6,225ha) and Rungwe (13,652ha); with the Rungwe FNR not fully operational. The projects first impact pathway is increasing management capacity and financial sustainability of FNRs, by increasing the number of FNR from five to 12, representing an increase of 229,717 ha under conservation (from 186,883 ha to 305,600 ha) accompanied by 30 Joint Management Agreements. Managing the different FNRs as a unit is critical to the realization of this impact pathway. The project second impact pathway is increasing engagement of multiple and relevant stakeholders in the improved management of the FNR. The project strategy has two components and planned to deliver seven outputs. The two components are: (i) Consolidating and improving the management of the FNR network, and (ii) Strengthen the financial sustainability of the FNR network 		

Notable progress/achievements

- After four years of implementation the project has delivered 72 percent of the end of project targets, with a delivery of 67 percent of budget.
- Increased protection of site level endemics and threatened species from 129 to 195 and 12 to 34 respectively.
- Supported the gazettement of seven new Nature Reserves (Magamba (9,283ha); Chome (14,283ha); Mkingu (23,388ha); Uzungwa Scarp (32,763ha), Rondo Plateau (14,000ha); Minziro (25,000ha) and Mount Hanang (5,871ha)) increasing the number of FNRs from 5 to 12¹⁰² and area covered by FNRs from 186,883 to 305,600 ha. The seven FNRs have approved overarching reserve management plans which are operationalized annually through Annual Plan of Operations and functional management structure and subsidiary FNR Tourism development Plans.
- Completed outreach to FNR adjacent communities on conservation status of the FNRs, implications and potential benefit and establishment of 200 collaborative MOU with each adjacent village government. Tangible benefit for riparian communities is for the time being limited to two FNRs where co-financing partners are available (Chome and Magamba FNRs).¹⁰³
- A tourism concessions manual developed, and two nature-based tourism concession have been awarded to private sector operators; training events and study tours implemented for conservators and their assistants; brand and awareness raising materials created and distributed for all FNRs; Increased visitors to FNRs from below 200 to over 5,000 at midterm evaluation.
- The project has benefited from strong understanding of the barriers to the conservation of biodiversity and ecosystem services of the FNRs; high involvement of government; and alignment with key national policies in the natural resource and development sectors.

Key challenges

- Key factors hindering progress are institutional barriers to community engagement in joint forest management and lack of financial security for the established FNRs through the generation of tourist revenues.
- *Community engagement:* The centralization of government revenues at the Central Treasury, increased transaction costs and uncertainty for FNR adjacent communities to receive their share of benefit derived through eco-tourism activities to sustain and maintain their interest and commitment to collaborations; delays in the signing of joint forest agreement by the district councils; underfunded income generated activities, related to lack of contribution of key donors.
- *Financial sustainability:* Revenue generated by FNRs is limited, consequently there is a high risk of loss of FNR management capacity if TFS failed to secure needed financial resources through government budget. While the project supported the design of tourism related value chain, it is not clear how this integrates the various touristic potential of FNRs. Additionally, the project had a weak engagement with tourism related organizations such as TANAPA and TAWA, the Tanzania Tourism Board and a larger scale world bank project, supporting tourism in the southern circuit (Mt Kungwe FNR) to market and invest appropriately in the FNRs.

00060996 - Strengthening protected areas network in southern Tanzania-improving the effectiveness of national park in addressing threats to biodiversity - SPANEST (2011-2018) \$1.9m [\$0.8m (regular), \$1.1m (other)]

- SPANEST was designed to address issues related to protected areas management in the new and developing Southern Circuit of Tanzania's national parks. It sought to increase the effectiveness of targeted national parks to protect and secure their biodiversity status, to provide for long-term ecological, social and financial sustainability and reduce anthropogenic pressure on the sites. Four NPs were targeted in the Greater Ruaha Landscape (GRL) and Greater Kitulo-Kipengere Landscape (GKKL), namely the Ruaha National Park (RUNAPA), Kitulo National Park (KINAPA), Mount Rungwe Nature Reserve (MRNR) and Mpanga Kipengere Game Reserve (MKGR). The project sought to achieve this goal through two components: (i) Integrating management of NPs and broader landscapes in Southern Tanzania, and (ii) Operations Support for National Park Management in Southern Tanzania
- The total estimated project cost is USD 17.4m with GEF contribution of 30.4%, UNDP contribution of 5.7% and a GoT cost sharing of 63.8%. Total expenditure to date in Atlas is USD 6.3m with GEF and UNDP meeting their targeted budget allocation. The terminal evaluation report indicate that GoT had met 90% of its targeted budget allocation, however this is not reflected in Atlas. When that is considered project, expenditure stood at USD 16.4m at the end of the project. SPANEST was implemented over a six and a half years period from June

¹⁰² Five new additional FNRs were submitted to the Attorney General Office in December 2019 pending gazettement.

¹⁰³ FNR Mid Term Evaluation Report

2011 to December 2017 which include a one year no-cost extension. The project is implemented by the Tanzania National Parks Authority (TANAPA) in close collaboration with the Ministry of Natural Resources and Tourism.

Notable progress/achievements

- Together with other initiatives and actors in the area SPNEST has contributed to some extent to improve the management effectiveness of the Southern Circuit PAs targeted. The METT scores progressed from 63 to 70 percent of expected target at end of project. SPANEST contributed to the improvement of the PAs METT scores through improvement in management capacity including institutional and individual capacity building, facilities equipping, funds provision for management activities, carrying out studies, providing background information, and supporting boundary demarcations. The project also supported implementing communities' outreach and promotion of livelihood activities. It is however difficult to assess the contribution of the project to results/outcomes due to the design of the project which focuses mostly on output level indicators and the simultaneous contribution of other interventions/actors to the improvement of the targeted PAs METT scores.

Key challenges

- SPANEST had several design deficiencies which affected project implementation and therefore the capacity of the project to deliver outcome level results. This include: (i) a weak result framework- mostly focusing on outputs, consequently steering the focus of the project at delivering products and to a marginal extent at delivering results or impact.; (ii) The inadequacy of the METT score as outcome level indicator which prevent a clear assessment of the project contribution as other actors/initiatives are contributing to the same indicator in the same targeted area, including for instance world bank project, supporting tourism in the southern circuit particularly in the Ruaha National Park; and (ii) lack of an exit strategy- which prevent upscaling the adoption of the project products and processes, to maintain effective continuity.

00086631-Securing Watershed services through sustainable land management in the Ruvu and Zigi Catchments (Eastern Arc Region) of Tanzania - Ruvu & Zigi catchments (2016-2020) \$4.5m [\$1.2m (regular), \$3.3m (other)]

- This project sought to support GoT to integrate sustainable land management (SLM) into watershed management through two components, establish collaborative framework for water basin authorities to effectively plan, monitor and adapt land management and leverage national and regional investments for integrating SLM into watershed management; and reduce the effects of land degradation on watershed services and improving livelihoods through landscape-level uptake of SLM measures. Total expenditure after 3 years of implementation is USD 4.6m which GEF and UNDP contributing to 72 and 38 percent respectively. The level of government cost sharing is not recorded in Atlas but has been estimated by the 2018 MTR at 17.48 percent of its commitments of USD 22m. The project is implemented by the **Ministry of Water and Irrigation**, in close collaboration with a wide array of stakeholder at national, sub-national and local level, which include: the lead ministries responsible for land, forestry, environment, and other natural resources, the National Land Use Planning Commission, the Wami-Ruvu and Pangani Basin Water Boards Offices, Morogoro, Tanga and Dar es Salaam Urban Water and Sanitation Authorities, the Division of the Environment in the Vice President's Office, the Prime Minister's office, Local Government Authorities of the four target Districts (Morogoro, Mvomero, Mkinga and Muheza), and several Water Users Associations along the two rivers.

Notable progress/achievement

- Putted place necessary institutional arrangement for integrated SLM into IWRM of the two targeted catchments, including four developed and approved district (Morogoro, Mvomero, Mkinga and Muheza) and 16 villages Land Use Management Plans integrating SLM by districts and village authorities.
- Increased the uptake of SLM practices to secure watershed services and improved livelihoods, albeit at a small scale. These include, 22,295 ha of land and river buffer put under management; about 31,830 river surrounding community members sensitized on protection of the reserved land; 8 percent adoption rate of sustainable rangeland management practices by targeted livestock keepers; provided water points for livestock and clean water supply for communities, away from rivers and small-scale income generating activities.¹⁰⁴

¹⁰⁴ 2018 mTR estimated progress at 70% of target

- Limited progress toward improving institutional capacity for promoting SLM in support of IWRM. Notable achievements include improvement of climate and catchment monitoring capacity through the installation of automated weather stations, river gauging stations and the procurement of GPS devices, improved GIS capacity of the National Land Use Planning Commission and 43 percent increase in the number of staff with knowledge and skills for integration of SLM into resource use and management practices from 104 at the inception of the project to 242 and awareness raising activities.
- Good knowledge of constraints related to adopting SLM in IWRM; good government buy-in and alignment with key water resource policies, economic and development policies; participatory planning process, functional M&E system with an evaluation advisor at the project coordination unit and all partners contributing to the M&E process.

Key challenges

- Weak financial sustainability - Ensuring systemic finance for SLM, representing a significant risk to move SLM away from project-based finance to systemic mode of funding through national budget and dedicated fund.¹⁰⁵ There was effort toward the mobilization of national resources, but this did not materialize. There was an 8% increase in SLM fund allocation by LGAs and Ministries involved in the project however these budget lines were not financed. SLM compete poorly in a context of budget deficit.
- Weak institutional framework and governance sustainability at local level. The Water User Association (WUA) are key local stakeholders for the enforcement of the Water Act along important river channels. They are relatively young, however, with significant capacity gaps, and unreliable revenue streams. The lack of systematic financing implies that WUA will have to generate revenue to sustained themselves post project. The centralization of government revenues however hampers the WUAs to charge for the services provided unless they acquire the government issued electronic cash system, submit revenues to the central government and request for allocation.
- Weak socio-economic sustainability: Income generating activities initiated by the project (distribution of beehives, support to fisher groups) are at a very small scale, and therefore do not provide adequate substitution for the livelihood options communities are giving up for vacating the 60-meter radius of river channels. These constitute a risk to sustain community compliance with the water act.
- Lack of focus on gender aspects: despite being designed to have significant contribution to gender equality and the empowerment of women, the project mostly targeted women in the limited income generate activities.

00061743-Mainstream Sustainable Forest Management (SFM) in the Miombo Woodlands of Western Tanzania (2012-2018) \$1.5m [\$0.8m (regular), \$0.7m (other)]

- The Miombo woodlands project was designed to support the adoption of sustainable Forest Management (SFM) practices for resources harvested by local people for subsistence and local economic growth and better regulation of commercial activities. The **overall goal** of the project is to establish SFM to secure ecosystem and biodiversity values while providing a buffer to the Congolian rain forest and ensure food security and sustainable livelihoods. To do so the project provided policy and institutional support, strengthen skills and capacities for knowledge-based community-based forest management/joint forest management (CBFM/JFM); reduce pressure on woodland and agricultural land through the adoption of sustainable charcoal and energy switch, and the expansion of market and technology support respectively. The project targeted a very small area of the Miombo woodland (1,3m ha of the 44.6m ha the woodland cover), covered 13 wards in four districts (Kaliua, Urambo and Uyui in Tabora region, and Mlele district in Katavi) and targeted 16,096 households in 42 villages. It is a five-year GEF funded project, implemented over the 2013-2019 period. The estimated project cost was USD16.5m with contributions from GEF (16%), GoT (37%), UNDP (4%), Association of Tanzania Tobacco Traders – ATTT (22%) and Institute of Resource Assessment -IRA (21%). Total expenditure to date is USD 3.6m but do not include all financial flows to the project. The terminal evaluation report indicate however that more resource has been mobilized with the GoT nearly meeting its expected contribution of USD 5m and the ATTT contributing USD 4.9m, one million more than their initial expected contribution, making total resource effectively mobilized by the project to USD 13.2 m.

Notable progress/achievements

- The terminal evaluation of the project found that most of the project outputs under the four components have been delivered and include: (i) Increased extent of forest land under SFM: The extent of land under SFM principles stood at 290,788. ha, exceeding the project target of 280,000 ha within Katavi and Tabora Regions. The project has thus contributed to mainstream SFM principle in 22.5 percent of the total forest land areas (1,291,791.2 ha) within the Katavi and Tabora Regions; (ii) Increased in the extent of woodland under active JFM/CBFM in the targeted areas. 500 ha of woodland were put under CBFM and 522,454 ha natural regeneration management were upscaled with the involvement of tobacco

¹⁰⁵ Progress at mid-term was estimated by the 2018 MTR at 40 percent of delivery.

	<p>companies creating private forests adopting the CBFM processes; (iii) Recovered highly degraded patches and woodlands around villages. The recovery rate achieved by the project is 11 percent below a target of 25 percent which was a higher target at the outset; and (iv) Improved household welfare notably for women headed households. Target was set to reach a minimum of 40% of the 12,000 households in pilot wards, increasing their income by 30% and reduce food insecure days by 40%. The terminal evaluation report suggest that household income increased by 104% on average by the end of the project and an average reduction of more than 80 percent of food insecure days. The methodology used in assessing this result was not clear to IEO however, affecting the reliability of this achievement.</p> <ul style="list-style-type: none"> - Good implementation of project, relevance to national priorities, effectiveness in the delivery of outputs, good partnership and participatory implementation, and improved natural resource management policy regime, are factors contributing to the progress noted above.¹⁰⁶ <p>Key challenges</p> <ul style="list-style-type: none"> - Moderate risk to sustainability, as it is not clear whether the government will support project activities moving forward, especially in support of the socio-economic activities which are critical for community adoption of SFM practices. - Lack of a clear exist strategy affected project financial and socio-economic sustainability, thus affecting the long-term adoption of SFM. <p>Environmental pollution interventions</p> <p>00087082-Reducing Unintended Persistent Organic Pollutants (UPOPs) and Mercury Releases from Health Sector in Africa (2015-2020) \$0.6m [\$0m (regular), \$0.6m (other)]</p> <ul style="list-style-type: none"> - This is a global GEF funded project, implemented by UNDP in partnership with WHO and the NGO Health Care Without Harm. The project targets the healthcare sector and aims to reduce the emission of UPOPs as well as Mercury releases. In Tanzania, the project is implemented between 2015-2020 under a national implementation modality with a total budget of USD 3.5m. There is a weak reporting of the project activities in Tanzania. The project mid-term review, which cover progress for all the targeted countries show that progress were made in the area of capacity building and included developed training materials and undertook training of Master Trainers in health care waste management; trained environmental Health Officers and Nurses on proper procedures for HCWM; established country level working groups to evaluate and strengthen national policies, regulatory framework, and national plans for HCWM and mercury, including the development of national policy, technical guidelines and handbook.¹⁰⁷ 		
IEO assessment of adequacy of supporting evidence	<ul style="list-style-type: none"> - Adequate, as appropriate number of evaluations were provided for key interventions. There was however a lack of performance reporting in the area of illegal wildlife trade and chemical pollution. 		
<p>Output 2.2:</p> <p>Select districts and communities have their capacities strengthened in climate change governance and</p>	<p>Indicator 2.2.1 Number of districts with plans and strategies for enhanced resilience to climate change impacts</p> <p>Indicator 2.2.2 Number of women in the targeted districts benefiting from climate change initiatives</p>	<p>Off-track (CO-rating – at risk)</p> <ul style="list-style-type: none"> - UNDP through this output sought to strengthen the capacity of 28 districts in climate change governance from a baseline of 5. At the time of this evaluation IEO was able to identify about 5 districts for which plans, and strategy integrated CC issues. The EWS project updated the Liwale and Arumelu districts strategic development plans and budget plan to factor in emerging climate information, forecasts and economic scenarios. The “Mainstreaming Environment & Climate Change adaptation in the implementation of National Policies and Development plans” (see output 1.5), reported that monitoring data from three districts covered by NEMC showed an increase in formulation of adaptation plan in more than 80% of districts, but lack of financial resource hampered implementation of these plans. Mainstreaming climate change adaptation in district development plan was not achieved by the SGP 	<p>00061988- Capacity development in the Energy sector and extractive industries (CADESE) (2012-2019) \$17.4m [\$0.7m (Regular), \$16.7m (other)]</p> <p>00094384-Sustainable Energy for All (2017-2021) \$4.9m [\$0.4m (regular), \$4.4m (other)]</p>

¹⁰⁶ Project terminal evaluation report

¹⁰⁷ Project MTR report

<p>sustainable energy access</p>	<p>Indicator 2.2.3 Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women</p> <p>Indicator 2.2.4 Number of people covered by modern energy in targeted 28 districts</p>	<p>project, as District Development Plan follow the budget guidelines and prescribed Medium Term Expenditure Framework, that directly come from the Ministry of finance.</p> <ul style="list-style-type: none"> - Other significant achievement in climate change governance includes contributions to the development of two national climate change strategies for mainland and Zanzibar, the identification of national determined contributions, including the development of appropriate mitigation actions for the transport, energy and waste management sectors.¹⁰⁸ - UNDP reported 490,000 women benefiting from climate change initiatives, citing the terminal evaluation of the early warning systems project, but there is no evidence to substantiate this claim from that source. Likely no more than 1,000 women were targeted by the project as described below in output 2.3. Similarly, no evidence was provided to support UNDP claim to have supported provision of modern energy to 108,000 in targeted 28 districts (against a target of 200,000. No monitoring report was provided for indicator 2.2.3, reflecting the lack of performance reporting for renewable energy related projects. - There is an overall limited focus of interventions implemented under this output area on gender equality and the empowerment of women, except for the small grant programme (SGP). The SGP, Implemented trainings on mainstreaming gender in climate change adaptation initiatives, together with modules on good governance, human rights and HIV AIDS prevention, denial, stigma for PLWA. For example, the water-based projects have taken into consideration women as a community segment and as cleaned water points were constructed in the vicinity of villages, women have benefited from reduced travel time for fetching water. The evaluation report has reported improved in household hygiene which potentially translated in reduced incidence of diarrhoea and increased performance of children at school. The design of climate change project in Zanzibar indicated a strong contribution to gender equality. However, this was not implemented despite regular call for attention form the project steering committee and a gender analysis commissioned. Finally, the CADESE project had a limited gender focus. Despite being marked as GEN2, the design of the project indicates limited focus to gender equality and the empowerment of women. There was only one planned activity on training of REA on gender mainstreaming in the energy sector. The evaluation team was informed that new community-based activities planned to target women as 50 percent of the beneficiaries. The lack of clear gender strategy, and of consideration of gender in performance reporting, cast a doubt on the actual gender focus of this project. 	<p>00112252- Bringing Clean Energy and Water to Off-grid Tanzania rural communities (2018-2020) \$0.8m [\$0.3m (regular), \$0.5m (other)]</p> <p>00068935-Climate Change Adaptation support through SGP (2012-2018) \$0.7m [\$0.7m (regular), \$0m (other)]</p> <p>00064765-Strengthening Environment & Climate Change - Zanzibar (2012-2016) \$0.2m [\$0.1m (regular), \$0.1m (other)]</p> <p>00094386-Zanzibar Climate Change Program (2018-2021) \$0.1m [\$0.1m (regular), \$m (other)]</p>
<p>Supporting evidence</p>	<p>Climate change adaptation</p> <p>00068935-Climate Change Adaptation support through small grant programme (SGP) (2012-2018)¹⁰⁹</p> <p>- This project aimed to support the implementation of early adaptation actions for local communities that are adversely affected by climate change impacts in selected areas of Tanzania. The project targeted about 10,000 people, mostly farmers and pastoralists in six districts Iringa, Longido, Bahi, Chamwino, Ikung'i and Same districts to cope with drought and water scarcity related to climate change effects. The project was implemented over the 2013-2018 period including several extensions from 2015. And implemented by the vice president office (VPO). Total expenditure to date is US\$ 2.9m with UNDP the main contributor with US\$ 2.8m.</p>		

¹⁰⁸ Outcome level MTR

¹⁰⁹ This project assessment is based on project design, 2017-2019 ROARs, 2018 terminal evaluation report, 2018 outcome level evaluation report and interviews with key stakeholders (see: <https://open.undp.org/projects/00068935>)

Notable progress/achievements:

- Implemented direct climate-based adaptation interventions in six districts, 22 village above a target of 3 districts and 15 villages.
- More than 10 demonstration projects in the area of water, livestock and rangeland management implemented by the project.
- Reached more than 10,000 people participating in project activities. The project evaluation highlighted direct benefit to communities such as water for domestic use and reduced human wildlife conflict.
- Implemented trainings on mainstreaming gender in climate change adaptation initiatives, together with modules and on good governance, human rights and HIV AIDS prevention, denial, stigma for PLWA. For example, the water-based projects have taken into consideration women as a community segment and as cleaned water points were constructed in the vicinity of villages, women have benefited from reduced travel time for fetching water. The evaluation report has reported improved in household hygiene which potentially translated in reduced incidence of diarrhoea and increased performance of children at school.
- Documented project result and lessons learnt - Facilitated intercommunity learning on climate change adaptation initiatives, disseminated project achievements through local newspaper.
- Key factors contributing to this progress includes the relevance to national priorities,¹¹⁰ use of NGOs and research institutions that have experience in working on climate change adaptation, with already existing human resources and infrastructure, significantly improved the efficiency of the project, especially in reducing cost for hiring new staff; the participatory nature of the interventions, with community members involved in carrying out various activity as in-kind contributions; and the field level M&E system, have effectively support project implementation and decision-making.

Key Challenges

- Mainstreaming climate change adaptation in district development plan was not achieved, as District Development Plan follow the budget guidelines and prescribed Medium Term Expenditure Framework, that directly come from the Ministry of finance.
- Delays in funding disbursement has negatively affected project efficiency and lengthen project implementation period.
- Lack of a memorandum of understanding between implementing agencies (NGOs) and local government authorities (LGAs) which negatively affect the sustainability of the project.

00064765-Strengthening Environment & Climate Change - Zanzibar (2012-2016)¹¹¹

- The aim of the project was to strengthen the Government of Zanzibar's capacity for addressing climate change challenges, by mainstreaming environment and climate change in key vulnerable economic sectors, leading to a reduction in poverty levels while maintaining environmental integrity. This project was implemented by the Zanzibar First Vice-President's Office (ZVPO1), over the 2012-2016 period including 10 months extension, with a budget of US\$ 2.8m and total expenditure to date at US\$ 1.4m, with contribution from UNDP (75%), FCDO (11%), and the MPTF (14%).

Notable progress/achievements

- Contributed to Zanzibar's legal and policy framework - developed and endorsed National Climate Change Strategy 2014-2020 and its Action Plan 2016-2021, with budget; the Energy Policy Implementation Plan and the Action Plan for promoting low carbon energy technologies for forest conservation; Regulations on bulbs and local adaptation plan of action for three districts (Micheweni in Pemba and Kaskazini A and Kusini in Unguja) were approved in 2015; Updated the Environmental Management Act and the Environmental Policy
- Developed tools for policy making- a methodology for screening climate change in 2013; guidelines for mainstreaming climate change into sectoral policies, plans and programmes, in 2013; a framework on LAPAs, in 2015; and a monitoring, evaluation and learning framework, in 2016; The Zanzibar Climate Change Training Manual was also delivered in 2014
- Improved climate institutional structures- supported the Steering and the Technical Committees of the National Climate Change Policy, and the participation of representatives of Zanzibar

¹¹⁰ Such as National Strategy for Growth and Reduction of Poverty II; National Environmental Policy of 1997; EMA 2004; Tanzania National Climate Change Strategy of 2012; Tanzania National Adaptation Programme of Action (NAPA) of 2007; Tanzania Five Year Development Plan 2016/17 – 2021/22.

¹¹¹ Assessment of this project relied on project design, the 2016 final progress report and terminal evaluation report, and the 2018 outcome evaluation report (se: <https://open.undp.org/projects/00064765>)

in UNFCCC COPs; helped established the climate change unit and the sectoral climate change focal points; designed the national climate change mechanism and fund.

- Conducted studies: a baseline study on potential energy technologies and services in Zanzibar and their potential for carbon credit in 2013; a survey on leakage from forest-based greenhouse gas mitigation initiatives in 2013, which inform policy development; and a gender analysis of the policy framework and social dynamics, in 2015.
- Implemented interventions on the ground: Based on interview data, during the terminal evaluation, activities on the ground were at a very small scale and covered activities such as beekeeping, smart agriculture; use of solar energy for water pumping and lighting purposes; the provision of cookstoves etc. These activities were reported to be ended in 2016 at the time of the terminal evaluation, providing no relevant data on whether they have affected the wellbeing of targeted beneficiary
- Built partnerships: Contributed to building an environment in which climate change initiative in Zanzibar are more likely to be funded. This includes a European Commission funded a feasibility study on solar and wind energy. It started in 2013 and should be finished by 2018.; and an adaptation through forestry and coastal management has been developed for the GEF.

Key challenges

- Climate change is not yet mainstreamed in different sectors and ISO standards are not yet developed and approved
- The national climate change mechanism and fund designed is not operational and without seed fund as planned
- Alignment with UNDP priorities; national priorities; but not aligned to the annual plans of local government in which it was implemented
- The project was not consistent with an upstream institutional capacity building focus, by including on the ground activities before achieving key priorities.
- The design of project activities was not strategic, considering hierarchy and links inducing duplication and confusion at implementation stage.
- Weak monitoring and evaluation framework, with deficits in the definition of outcomes, outputs, activities and the associated indicators.

Interventions from the inclusive growth pillar contributing to output 2.2

00061990-Mainstreaming Environment & Climate Change adaptation in the implementation of National Policies and Development plans (2011-2019) \$0.6m [\$0.1m (regular), \$0.5m (other)]: See output 1.5 for detailed assessment.

Renewable energy

00061988-Capacity development in the Energy sector and extractive industries (CADESE) (2012-2019)¹¹²

- CADESE seeks to enhance access to energy in Tanzania through enhancing national capacity in managing the energy sector and extractive industries (EI). The project is aiming to strengthen policy and institutional capacities of the then Ministry of Energy and Mineral, now Ministry of Energy (ME) and enhance the capacity of the Rural Energy Agency (REA) in managing rural energy project and programmes. The project is implemented by the ME, REA, the Attorney's General Chambers (AGC) and the UONGOZI Institute, over the 2012-2017 period with a US\$ 9.4m budget; 26 and 73 percent of which is funded by UNDP and the GoT respectively, with additional support from the One UN Fund, and the Africa Mining Development Centre (AMDC). Total project expenditure to date is more than the double the budget allocation, reflecting incremental changes to accommodate procurement needs in the Ministry of Energy. From 2012 to 2019, total expenditure is USD 25.8m with GoT contributing US\$ 22.9m. UNDP US\$ 2.5m, the MPTFO US\$ 0.3m and the Economic Commission for Africa USD 0.03m.

Notable progress/challenges

- The project was evaluated in 2017 but was constrained in its analysis of outcomes by inadequacies in the project M&E system, evidenced by limited project steering committee meetings and progress reporting and the lack of a mid-term review.

¹¹² Assessment of this project relied on: project design, annual workplans, 2017-2019 ROARs and interviews with key informants

- Following its approval in 2012, four revisions were approved to the project document, largely to incorporate additional GoT contributions for procurement of motor vehicles and double cabin cranes, which have accounted for nearly 77 percent of the project delivery since 2012, taking advantage of the UNDP LTA system for procurement of equipment and furniture. As a result, expenditure US\$ 22.9m has been more than double the initially approved budget. Estimated savings generated through UNDP procurement under long-term agreements between UNDP and car manufacturers were estimated by the terminal evaluation to have delivered over USD 4 million of savings, compared to what the Government could have achieved through its own arrangements.

- In activities and objectives originally set out in the project document performance was weak, with less than 60% of the activities completely done according the terminal evaluation, and limited substantive engagement in the task of improving policy and regulatory settings in the sector.

00094384-Sustainable Energy for All implementation in Tanzania Programme (SE4ALL) (2017-2021) \$4.9m [\$0.4m (regular), \$4.4m (other)]¹¹³

- SITAP seeks to tap into the high potential of clean renewable energy resources of Tanzania, by increasing Tanzanian access to affordable and sustainable energy. To achieve these outcomes, the project planned to enhance institutional capacity on sustainable renewable energy development, create an enabling investment environment for renewable energy technologies, scale up and roll outs sustainable energy initiatives. SITAP is implemented by the Ministry of Energy (ME), from 2017 to 2022 with a total of US\$ 10m. Expenditure to date is US\$ 4.8m with GoT contributing US\$ 4.4m and UNDP USD 0.4m. The project has # focus sector: grid expansion, sustainable charcoal production and usage, renewable energy based mini-grids and home systems, energy efficiency and cooking solutions. No progress report is available to access project level progress, contribution to the country programme and to gender equality and the empowerment of women.

Key progresses/achievements

- UNDP successfully supported the establishment of the SE4ALL secretariat with four staffs nominated by the Ministry of Energy, providing capacity to conduct sustainable procurement for the energy sector development.

- As of end 2019 UNDP, reported continued support to the operationalization of the SE4ALL Secretariat, including the coordination of energy stakeholders on how to achieve the three key SE4ALL targets: double access to modern energy, increase share of renewable energy in the energy mix, and double rate of energy efficiency uptake. Developed a functional Tanzania Renewable Energy Information Management System (TREIMS), which aimed at supporting investment in renewable energy in Tanzania.

- Performance reporting for this project is at the activity level, not aligned with the country programme output and outcome indicator. Challenges and risk faced by the project are not reported, and the lack of independent assessment, affect the credibility of achievement noted above.

00112252-Bringing Clean Energy and Water to Off-grid Tanzania rural communities (2018-2020) \$0.8m [\$0.3m (regular), \$0.5m (other)]¹¹⁴

- This is a pilot project which seek to bring clean energy and safe water to off-grid marginalized communities by introducing “the Off-grid Box¹¹⁵” (n selected localities in the Singed region and selected islands in Lake Victoria. The off-grid Box is a 6x6x6 feet shipping container equipped with all the hardware needed to produce electricity and clean water with a warranty of 10 years. Additionally, the project includes the drilling of boreholes to tap underground water, which in addition to harvested rainwater which will ensure availability of clean and safe water throughout the year. A unit of the Off-Grid Box technology can provide for up to 300 households with approximately 1,500 people. The project is targeting 600 households as direct beneficiaries, the creation of 1,500 jobs, and 3,000 peoples with improved livelihoods/income generating possibilities. The project is directly implemented by UNDP, with a budget of

¹¹³ Assessment of this project relied on: Project design, a steering committee meeting minute (October 2018), several quarterly narrative report from 2018-2019, the 2017-2019 ROARs and interviews with key informants.

¹¹⁴ No progress report was available to assess progress for this initiative.

¹¹⁵ See: <https://www.offgridbox.com/>

	US\$ 0.5m, over the 2018-2019 period in collaboration with the Ministry of Energy, the Rural Electrification Agency and private sectors actors. Total expenditure to date is USD 0.8m, significantly higher than resource allocated. No progress report was made available, for IEO to assess performance of this pilot project.		
IEO assessment of adequacy of supporting evidence	Inadequate, as there is a lack of performance reporting or evaluation of interventions implemented under output 2.2.		
Output 2.3: Preparedness systems in place to effectively address the consequences of and response to natural hazards	Indicator 2.3.1 Number of districts with early warning systems for man-made and natural hazards Indicator 2.3.2 Number of women prepared to minimize consequences of disaster (2 disaster risk reduction pilot initiatives)	At risk – (CO rating: at risk) UNDP sought to develop early warning system capacity, but the system developed was not operationalized meaning the target for indicator 2.3.1 was not met. Particular attention was given to engaging women in community engagement activities, with number of women engaged nearing targeted levels (indicator 2.3.2). - The early warning system (EWS) project was the main contributor to indicator 2.3.1 and 2.3.2. Through this project, two districts out of 28 targeted by the CPD (Liwale District in Lindi region and Arumeru district in Manyara region) benefited from the project's efforts to establish hydro-meteorological and environmental information and EWS. The project increased the reach of EWS in these districts by 70%, including 200 smart phones distributed to small holder farmers in and 810 small holder farmers connected to a farmer SMS system. The increased reach of the EWS did not, however, translate into improved receipt of climate information, as there is no effective use of the early warning information dissemination network. Since 2017 when the network was established, only 3 to 4 messages were sent to the targeted audience. - The EWS project design integrated gender considerations, given the critical role of Tanzanian women in agriculture and the large share of female headed households in pilot areas. The aim of the project was to involve women in the early warning system, that information is present and transmitted to women is accessible, considering their specific constraints. Achievement as per the project terminal evaluation include 259 women (out of 885 community members) participated in awareness workshops on dissemination and use of climate information for managing floods and droughts; 78 women from 156 community representatives were selected to form a district crowd sourced platform which include all socio-economic groups including women, youth, elders, crop producers, livestock managers, water user associations etc.; 405 women out of the 810 small holder farmers in the pilot sites were part of the SMS base system for transmission of relevant agro-meteorological information designed for smallholder farmers. 43 females out of 103 community members participated in early warning simulation exercises as per the project developed guidelines for local early warning systems; and the project trained 185 females out of 619 community members on the use of climate information, products and interpretation of early warning system. While this achievement makes a significant contribution in meeting the target of 1,000 women in indicator 2.3.2, the lack of operationalization of the EWS, constrained the realization of more widespread gender outcomes.	00074211- "Strengthening Climate Information and Early Warning Systems in Tanzania for Climate Resilient Development and Adaptation to Climate Change (2014-2019) \$1.5m [\$0.7m (regular), \$0.9m (other)] 00102185-Support to Early Recovery after Kagera earthquake (2017-2019) 0.2m [\$0m (regular), \$0.1m (other)]

Supporting evidence	<p>00074211- “Strengthening Climate Information and Early Warning Systems in Tanzania for Climate Resilient Development and Adaptation to Climate Change (2013-2018) \$1.5m [\$0.7m (regular), \$0.9m (other)]¹¹⁶</p> <p>- This project sought to improve resilience to climate change by strengthening the capacity of the GoT to observe, analyse and forecast climate information, to enhance the capacity of their early warning systems for climate resilient development and adaptation. The project has two objectives: (1) Transfer of technologies for climate and environmental monitoring infrastructure; (2) Climate information integrated into development plans and early warning systems. The project was implemented from 2013 to 2018. UNDP was the GEF Implementation Agency with the National Implementing partner being the Prime Minister Office’s Disaster Management Department in collaboration with the Tanzania Meteorological Agency (TMA), the Ministry of Water and Irrigation and Ministry of Agriculture Livestock and Fisheries. Apart from installing automated weather stations across the country, the project targeted two districts for piloting early warning systems (Liwale District in Lindi region and Arumeru district in Manyara region). Specifically, the project was implemented in two divisions (Makata and Kibutuka) of Liwale district and 6 wards (out of 26 wards) of Arumeru District. Project expenditure ¹¹⁷ is US\$ 23.95m. approximately 90% of planned budget, with GoT contributing US\$ 19.74, GEF 3.42M and UNDP US\$ 0.79. Project activities were largely implemented in the past planning cycle.</p> <p>Notable progress/achievements:</p> <ul style="list-style-type: none"> -As per the project terminal evaluation report there was progress toward strengthening Tanzania’s climate monitoring capabilities, early warning systems, and available information for responding to climate shocks and planning adaptation to climate change in Tanzania. -Moderate increased capacity of the TMA and Water Basins to monitor and forecast droughts and floods. The project successfully installed 36 new automated weather stations (AWS), rain gauges, river gauges and hydro-met stations. - The project made progress in ensuring efficient and effective use of hydro-meteorological and environmental information, for making early warnings and long-term development plans. It increased the reach of EWS in target pilot districts by 70%. This included 200 smart phones distributed to small holder farmers in pilot areas and 810 small holder farmers connected to a farmer SMS system. -Progress made in the local institutional framework included: two policies briefs were produced for Liwale and Arumeru on the impact of climate change on local developments, to support the resilience and long-term planning in cooperation with local authorities, basin authorities, wards and district councils; and the update of local land use plans, district strategic development plans and district budget plans to factor in emerging climate information, forecasts and economic scenarios. -The project interventions are in line with national development priorities of Tanzania and UNDP programme in Tanzania. This include the National Adaptation Programme of Action (NAPA) of 2006, the National Climate Change Strategy, and the 2007 NAPA priorities in the water and health sectors and the expanded 2009 NAPA. In the later Early Warning Systems are considered a priority in the short to long term for the agriculture sector and a cross-cutting priority. <p>Key challenges</p> <ul style="list-style-type: none"> -No progress was made on flood forecast, which is a major shortcoming for the establishment of a functional EWS. This because the project failed to achieve the targeted level of receipt of automated data from the hydrological stations and river gauges, which negatively affect the quality of flood forecasting. The project did not achieve the planned deployment of the flood forecasting model, which does not allow TMA to monitor and forecast floods. -Increased reach of the EWS did not, translate into improved receipt of climate information, as there is no effective use of the early warning information dissemination network. Since 2017 when the network was established, only 3 to 4 messages were sent to the targeted audience. -Weak implementation of M&E system: While the project M&E plan was well designed, it was not appropriately implemented significantly hampering adaptive management. There was only one PIR for 2017 and three quarterly progress report for the entire duration of the project. Also, the “capacity score card” which was designed to help monitor the overall progress of the
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¹¹⁶ Assessment of this project relied on: ROAR 2017-2019; Project design, the 2016-2018 Annual Work Plans; the 2016 Mid Tern evaluation report, the 2018 Terminal evaluation report, the 2018 Outcome Mid-Term Review Report (<https://erc.undp.org/evaluation/evaluations/detail/8610>), in combination with interviews note with key informants.

¹¹⁷ Terminal Evaluation of the project: “Strengthening Climate Information and Early Warning Systems in Tanzania for Climate Resilient Development and Adaptation to Climate Change”, 2018. See: <https://erc.undp.org/evaluation/evaluations/detail/8579>

	<p>project, was not monitored. This because the methodology in measuring the score was not elaborated in the project design and the determination of the score as an activity was not included in the project monitoring plan</p> <ul style="list-style-type: none"> - The project faced significant sustainability risks as it is not clear at the end of the project how the increase in operation and maintenance cost are going to be met, which include consumables/batteries and charges to be paid to telecom companies and periodic calibration of equipment (gauges, sensors) of the automated weather stations which is not possible in Tanzania; - The project relying solely on mobile network for information dissemination, not seizing the opportunity of using public broadcasting or community-based radio stations, for the dissemination of early warnings, which are likely more cost effective in the context of Tanzania; and the project reliance on satellite connection for climate data gathering, rather than opting for cost-sharing arrangements with national telecom companies. <p>00102185-Support to Early Recovery after Kagera earthquake (2017-2019) \$0.2m [\$0m (regular), \$0.1m (other)]¹¹⁸</p> <p>The Kagera Earthquake Recovery Project aimed to contribute to the rehabilitation and reconstruction of schools and health facilities post the September 2016 earthquake, which destroyed houses, displaced people and left several communities vulnerable in the Kagera region. Specifically, the project sought to restore the learning environment and provide basic health services to the affected communities. According to recent performance reports the project has constructed 43 new classrooms, 7 toilets with 56 stances, 3 teacher houses, 1 teacher office, 2 new dispensaries, and one renovated health, with construction work in most sites completed at high quality.</p>
IEO assessment of adequacy of supporting evidence	Adequate.

OUTCOME 3.	CPD Outcome 3: National governance is more effective, transparent, accountable and inclusive.	
Outcome indicators	<p>Indicator 3.1 % of bills presented before Parliament for which field hearings are conducted</p> <p>Indicator 3.2 Voter turnout at national election:</p> <p>Indicator 3.3 % 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</p> <p>Indicator 3.4 % of Open Government Partnership commitments completed and information accessed</p> <p>Indicator 3.5 Existence and implementation of anti-corruption action plans/strategies:</p> <p>Indicator 3.6 Existence of a national system for data collection, measurement and analysis to monitor progress towards SDGs and Development Cooperation Framework (DCF)</p> <p>Indicator 3.7 Number of women who stand for election to Parliament and local-level councils (mainland and Zanzibar):</p>	<p>Outcome resources (\$m)</p> <p>UNDAF/UNSDCF Estimated Resource requirements:</p> <p>\$82.3 [\$44.3 (funded), \$38 (Un-funded)]</p> <p>CPD Estimate:</p> <p>\$46 [\$15 (regular), \$31 (other)]</p> <p>Expenditure to date:</p> <p>\$31.7 [\$5.5 (regular), \$26.2 (other)]</p>

¹¹⁸ Assessment of this project relied on its design, the 2017-2019 ROARs and the 2018 Outcome Mid-Term Review Report (<https://erc.undp.org/evaluation/evaluations/detail/8610>).

Outcome assessment	<p>Insufficient evidence/low level of influence: There is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the attribution of changes in the outcome needs to be improved. Additionally, the indicators used do not adequately capture UNDP contribution. New indicators may need to be developed that meet quality standards and support monitoring and reporting of progress.</p> <p>UNDP has contributed to Outcome 3, but the influence of its interventions to ensure that national governance is more effective, transparent accountable and inclusive shows no progress or regression in six of the seven indicators used to measure this outcome. The indicator matrix demonstrates the CO reported no progress or regression for six out of seven of the indicators. The indicators used do not adequately capture UNDP contribution, as progress was found in enhancing access to legal aid for women and children and rural communities, supporting the drafting of a National Strategy and Action Plan to prevent violent extremism, building the capacity of the government to monitor, report and implement SDGs and collect and development plans and increasing civil society participation in electoral and political processes. In Zanzibar, the capacity of criminal justice actors was enhanced in preventing and responding to SGBV. Support was provided to the National Assembly on the inclusion of public opinions when drafting legislation. Progress was made in guiding Parliament, MPs, and civil society on mechanisms to mainstream gender in legislative work.</p> <p>Issues that are not sufficiently addressed by the interventions or demonstrated through available performance reporting include the number of women who run for election, a lack of support towards institutional capacity and oversight on anti-corruption, the lack of UNDP support to Electoral Management Bodies for the upcoming 2020 national election, and the withdrawal of the Tanzanian Government from the Open Government Partnership commitments.</p>		
CPD Output	CPD Output Indicators	UNDP progress and contribution	Key interventions
<p>Output 3.1:</p> <p>Parliaments and electoral bodies are enabled to perform core functions for improved transparency accountability and citizen participation</p> <p>Output 3.1 is at-risk.</p> <p>Output indicator target 3.1.2 was not achieved, and no data</p>	<p>Indicator 3.1.1 Number of CSOs and research institutions consulted by National Assembly and Zanzibar House of Representatives.</p> <p>Baseline:</p> <p>Total: 10</p> <p>CSOs: 6</p> <p>Research Institutions: 4</p> <p>Target:</p>	<p>Output 3.1 is at-risk. (CO rated 3.1.1 as on track and 3.1.2 as off track)</p> <p>At risk assessment is derived from assessment of indicators for the two components, parliamentary support (3.1.1), assessed as on track and electoral system strengthening (3.1.2) assessed as off track.</p> <p>Three interventions were designed to contribute to output 3.1, “Democratic Empowerment Project” (2012-2018) and the Legislative Support Project I and II (2011-2021). UNDP is on track and adequately supported Parliaments to perform their core functions, improve transparency and accountability and increase citizen participation, although support to Zanzibar’s House of Representative’s ceased after the end of LSP I.¹¹⁹ Indicator 3.1.1 targets were surpassed; the project not only increased NA engagement with CSOs and research institutions, but it increased the engagement of marginalized and rural CSOs that historically were less engaged by the Parliament. No progress was made on the number of stakeholders consulted by the Zanzibar House of Representatives.</p>	<p>00095419-Legislative Support Project II (2017-2021)</p> <p>00068932-Democratic Empowerment Project (2012-2018)</p> <p>00060696-Legislature Support Project (2011-2017)</p>

¹¹⁹ The results of the 2015 elections in Zanzibar were nullified after preliminary results were in by the Chairman of the ZEC, who cited irregularities and issues at polling sites, contrasting with the conclusions of third party observers. See” http://www.temco.udsm.ac.tz/images/stories/TEMCO_Reports/TEMCO_2015_GENERAL_ELECTIONS_FINAL_REPORT_ENGLISH_VERSION.pdf. The re-run in March 2016 was boycotted by the opposition. Donors responded to the controversy by pulling their funding for governance related work in Zanzibar, particularly around electoral and legislative support, thereby affecting UNDP capacity to provide support in this area including in the context of the Legislative Support Project II.

<p>is available on women's voter registration.</p>	<p>Total: 75 CSOs: 60 Research Institutions: 15</p> <p>Result: <i>Total: 98</i> <i>CSOs: 87</i> <i>Research Institutions: 23</i></p> <p>Indicator 3.1.2 Percentage of women of voting age who are registered to vote</p> <p>Baseline: 52.5%</p> <p>Target: 55.1%</p> <p>Result: <i>N/A</i></p>	<p>The electoral support component is off-track. The large and ambitious multi-donor, joint UN electoral project was unable to achieve a major component due to the stalling of constitutional review process and the failure to conduct a referendum. Additionally, the project could not prevent major problems with the 2015 election which resulted in immediate cessation of support for ZEC, and failure to attract donor support for a second phase. There was no request for support from the government for the conduct of the 2020 election.</p> <p>As UNDP was not requested to provide support to the 2020 electoral process and based on guidance from the regional office, there was no progress reported against indicator 3.1.2 by the CO and no information provided related to this indicator.</p> <p>Indicator 3.1.2 does not capture UNDP activities that contributed towards women and in general citizen participation in elections or policy-making processes. The Democratic Empowerment Project (DEP) engagement with women, youth and PWD is not adequately captured in the indicators, although the interventions contributed positively towards the output and outcome. DEP successfully engaged with Zanzibar's government, through the Zanzibar Electoral Commission (ZEC) but this body is not included in the indicators and therefore it is difficult to capture the interventions engagement with Zanzibar's government.</p> <p>Challenges:</p> <ul style="list-style-type: none"> - The political situation in Zanzibar altered the ability of the UNDP to provide support Zanzibar House of Representatives. - Sustainability of engagement and capacity building of MPs and Parliaments is challenging - Stronger and/or additional indicators are needed to take into consideration the changed political landscape and better capture the contributions of the DEP to the output. 	
<p>Supporting evidence</p>	<p>00068932-Democratic Empowerment Project (2012-2018) \$3.2m [\$-0.1m (regular), \$3.3m (other)]</p> <p>This was an electoral cycle project intended to support a constitutional referendum expected in 2014 (which was not held) and the general elections held in October 2015. The overall goal was to enhance the credibility and capacity of key democratic institutions in Tanzania to effectively implement their electoral and political processes (EPP) functions.</p> <p>The terminal evaluation of this project found that it achieved its objective of improving election management body (EMB) strategic planning and policy making, but the degree is unknown without better project performance indicators. The evaluation found that the project opened space for more inclusive dialogue and CSO participation with EMBs and other institutions to advocate for the rights of women, and to a lesser degree youth and persons with disabilities (PWD). Stakeholder interviews showed that development partners were keen to support the DEP after its project cycle ended, and that the approach of the intervention was good, stating that the project went well and went as planned.</p>		

Key achievements:¹²⁰

- The project increased EMBs engagement with women, youth and to a lesser degree, with people with disabilities (PWD) through stakeholder and vote education meetings, and for some aspects of the electoral process (such as tactile ballots, the adoption of gender and social inclusion policies for the ZEC and Office of Registrar of Political parties (ORPP)). DEP supported multi-stakeholder discussions by the National Electoral Commission (NEC), ZEC and Office of Registrar of Political Parties (ORPP) and technical assistance to help ensure gender equity and inclusivity elements were addressed within their review processes. The legal reforms had not been adopted at the time of the Terminal Evaluation, but EMBs/ORRP policies were said to be strengthened in this regard.
- The Tanzania Women Cross-Party Platform created a national database of about 2,300 women, youth and PWD aspirants. More than half of those who participated in the training felt it had increased their confidence to run for office, but there is no information on how many obtained nominations and ran for office.
- CSO and community radios actively promoted the participation of women, youth and to a lesser extent PWD, helping to raise awareness and provide space for CSOs to bring up issues directly with parties. Anecdotal evidence assessed by the terminal evaluation pointed to increased media interest in issues related to women, youth and PWD among those who participated in training.
- DEP support enabled the ORPP to develop a dispute resolution mechanism for inter and intra-party conflict. Training with the judiciary on electoral complaint adjudication was a best practice and resulted in the timelier resolution of complaints from the 2015 elections.
- Voter education efforts were made through the facilitation of EMB stakeholder meetings, helping to open and maintain space for dialogue and increasing participants understanding of the processes. However, the terminal evaluation found that more remained to be done for outreach, information dissemination and voter education.
- One third of the Tanzanian Police Force (TPF) received training to maintain the security and integrity of electoral events, more than double the target. The TPF used the assistance to improve electoral security engagement and reduce incidents of police violence during the 2015 elections. DEP upgraded the TPF's Incident Reporting and Response System.
- Multi-stakeholder dialogue forums were formed and brought different actors together to identify areas of potential conflict and find common solutions. The inclusion of faith-based organizations and the media was found to be effective in furthering reach and "providing safe spaces for difficult discussions". Community radio was integrated as an actor and a tool in the dialogue processes, which increased the effectiveness of the efforts, according to the evaluation.

Challenges:

- The project stopped working with the Zanzibar Electoral Commission (ZEC) after the 2015 elections.
- UNDP did not receive any request from the Government of Tanzania to support the 2020 election, thus no interventions have taken place to support the national election process or further strengthen the EMBs (NEC or ZEC).

00060696-Legislature Support Project (2011-2017) \$1.4m [\$0m (regular), \$1.4m (other)]

The project was formulated after the 2010 elections with the intention of being in place for the length of the term of both parliaments.

Key achievements:¹²¹

For the National Assembly (NA):

¹²⁰ Based on review of the Terminal Evaluation

¹²¹ UNDP TANZANIA LEGISLATURES SUPPORT PROJECT (2011-2016) TERMINAL EVALUATION (May 2016)

- Key reforms to budget oversight processes were institutionalized.¹²²
- Increased engagement by Members of Parliament (MPs) in bill analysis, with increased interventions and amendments to Bills by the NA.
- Support to women MPs through the Tanzanian Women's Parliamentary Group (TWPG), that allowed TWPG to advocate for issues prioritized by women MPs from different parties, e.g., interventions on the Health Budget (2015) and funding for grants related to micro-credit businesses (2014). This resulted in the adjustments of those budget lines to reflect TWPG demands.
- Enhanced Parliamentary planning, including the establishment and maintenance of databases that provide access to expertise and knowledge by the committees.

Challenges:

- Limited engagement of the public by NA committees. The use of public hearings by NA committees increased somewhat, but this was not institutionalized and did not always meet best practices. A small group of CSOs deemed to be "usual suspects" attended and provided input to committee reviews of Bills or inquiries, but there was little to no effort to seek the input of broader public through regional hearings, field visits or online/analogous tools to encourage the feedback of the public.
- Limited success in promoting gender mainstreaming. Support to the TWPG was found to be effective, however challenges remain with the education of all MPs on gender mainstreaming across their work.

For Zanzibar's House of Representatives:

- Prior to the project, there was no process by which committees held public hearings to receive submissions from civil society or the public. The project improved public input into committee work, with committees routinely engaging the public when reviewing bills or conducting oversight. This reform is reported as a direct attribution to the project's activities.
- More effective women MPs through support of the UWAWAZA (the House's women's caucus), was stated as women MPs noted that the joint work of LSP and UN Women helped build their capacity to engage in debates and work across parties to achieve common goals.
- MPs self-reported increased capacity to review Bills. This was not found to be standardized, however results were seen in the House's amendment of 2 legislative Acts.
- Youth engagement increased by the House, with the establishment of a Youth Parliament and changes to the national Youth Council Act.

Challenges:

- The House was unable to adopt a parliamentary budget office, despite the contracting of medium-term expert to support the establishment of the unit, and the original positive response from the House leadership about the creation of this office. Staff were hired but after a few weeks, work in the office "quietly stopped".
- Challenges to staff independence, namely in early 2016 with changes in House staff and transfers to executive ministries including at the top-level, that challenged the independence of the House and its ability to maintain its staffing and capacities.

00095419-Legislative Support Project II (2017-2021) \$4.9m [\$0.6m (regular), \$4.4m (other)]

The Legislative Support Project Phase II (LSP II) is a follow-up to LSP I, and under implementation since 2017 with the objective to strengthen the National Assembly of Tanzania, particularly considering parliamentary elections in 2020.

Key achievements:

¹²² Creation of the Budget Committee (2013), Budget Department (2015), and the adoption of the Budget Law (2015)

- NA capacity to scrutinize legislation was improved through UNDP support to select sectoral committees. There was a performance assessment that demonstrates committees and individual parliamentarians “effective bill scrutiny” performance increased to 82%.
- Increase in citizen participation through recommendations that CSOs made resulted in proposed amendments to 8 different legal Acts and Bills.¹²³
- There was a 59% increase in CSO engagement in public hearings in 2019 compared to 2018, through UNDP supported platforms for CSOs and interest groups to engage with the Parliamentary Committees. To ensure opinions from stakeholders were systematically and correctly captured, Committee staff applied public hearing guidelines to Committee proceedings and procedures. Equitable representation of CSOs was also considered, as the project financially supported several marginalized/fewer well known CSOs to participate in public hearings. There is good progress here towards the output, with 98 entities participating in 2019 public hearings and a 59% increase in CSO engagement, demonstrating increased citizen participation and likely improving transparency of parliaments on the mainland. Through these activities, the target for indicator 3.1.1. has been reached and surpassed (for the mainland). UNDPs efforts to ensure that marginalized and less well known CSOs were represented is positive and demonstrates that feedback from LSP I on CSO engagement was well-integrated into LSP II.
- LSP II demonstrated positive gender mainstreaming results through supporting the gender analysis of 2 bills: Water Supply and Sanitation Bill (2018) and the Land Transport Regulatory Authority Bill (2018). Additionally, a gender mainstreaming handbook was developed to guide Parliament, individual MPs, staff and civil society on mechanisms for mainstreaming gender in legislative work.
- The Budget Committee adopted gender responsive budgeting as a lens through which the committee will consider budget proposals that are brought before it. Sectoral ministries are required to have gender statements as an overarching summary whenever they present their budgets to the NA.
- UNDP piloting of guidelines and toolkits were best practices by the Committees and other stakeholders. Guidelines on CSO engagement in Parliament were developed in 2017 outlining the point at which citizens should interface with a bill and how to engage, through petitions, public hearing meetings, “meet your MP”. Training interventions were assessed as effective with 85% of beneficiary MPs confirming that “the capacity building and training has enabled them to attract and utilize opportunities to develop professional linkages with CSOs, academics and research institutions.”
- Development of a CSO database that classified CSOs across various sector, e.g., health, women, agriculture, youth, etc. identifying sectoral presence and location in the country by region and district. The database classifies CSOs according to which SDG they are interested in, and Parliament uses this database to understand which CSOs to engage with.
- The use of mentorship and peer-to-peer exchanges with other parliaments of the Global South fostered experiential learning.¹²⁴

Challenges:

- Sustainability of the work is questionable as more than half of Parliament tends to change with new elections. LSP II attempts to mitigate this by building capacity of the Parliament staff who do not change with elections and developing induction materials (handbooks) that will be used for incoming MPs. Starting in 2021, parliament staff will deliver most of the trainings.
- UNDP funds non-urban CSOs to join public hearings but without UNDP funding these rural and less financially well-off CSOs will not have the means to travel. There is a risk that NA engagement with the rural CSOs will decline without UNDP financial support.
- Limited public awareness of parliamentary processes is a concern. Public awareness of parliamentary proceedings relied mostly on Tanzanian Broadcasting Corporation’s (TBC) live streaming of proceedings of Parliament. This was stopped in May 2016 due to “huge costs” which TBC could not afford. Radio is the largest and primary medium through which the majority of citizens access information and when TBC ceased live transmission of all parliamentary proceedings and moved to broadcasting on a case-by-case basis, there was no other mass media to ensure universal access to information on parliamentary proceedings. Whereas UNDP, project funders and the National Assembly

¹²³ The Political Parties (Amendment) Act, 2018, The Water Supply and Sanitation Act, 2018, The Tanzania Meteorological Authority Act, 2018, The Written Laws Act No. 2, 2018, and the Land Transport Regulatory Authority Act, 2018, the Written Laws Act no. 3, 2018, Finance Bill, 2019 and Public Private Partnership Bill, No. 9, 2018.

¹²⁴ Uganda, Kenya, South Africa, Ghana

	<p>investigated buying equipment to enable live feeds of parliament to be available and free for the public, this was found to be too costly for the project. Limited live coverage of Parliament sessions is a risk that future LSP iterations will need to consider when designing future legislative support projects.</p> <ul style="list-style-type: none"> - Towards the end of the term of the 11th Parliament, time constraints, COVID and related restrictions to in person meetings slowed down the institutionalization of some of the reforms that would have increased the sustainability of UNDP results. These include the proposed establishment of a Gender Committee and other reforms including amendment of specific Standing Orders. - Restricted access to Parliament premises during the March to June period also meant that CSOs could not physically engage with Parliament committees. Although they participated in writing through emails and petitions, they were unable to have the usual fluid discussion with MPs thereby risking a decline, albeit temporarily, in their engagement in parliamentary processes. - UNDP was not able to continue its LSPI support to Zanzibar during LSPII despite there being “overwhelming demand” for this kind of support in Zanzibar.¹²⁵ 		
IEO assessment of adequacy of supporting evidence	Evidence for evaluating this output was strong, although there was no information related to indicator 3.1.2.		
<p>Output 3.2:</p> <p>Citizens have improved access to and are better served by the justice system and human rights reporting</p> <p>Output 3.2 is at-risk</p>	<p>Indicator 3.2.1 Number of women in 28 targeted districts bringing their cases to the formal justice system.</p> <p>Baseline: 0</p> <p>Target (2021): 1,250</p> <p>Result: N/A</p> <p>Indicator 3.2.2 Number of unresolved cases in lower courts</p> <p>Baseline: 63,773</p> <p>Target (2021): 10,000</p> <p>Result: N/A</p> <p>Indicator 3.2.3 % of reports submitted on time to UPR, treaty bodies and special procedures.</p> <p>Baseline: Total (30%), UPR (10%), TB (10%), SP (10%)</p>	<p>At-risk (CO rated on track)</p> <p>3 interventions contribute to output 3.2: “Legal Sector Reform Zanzibar (2011-2018)”, “Promoting Legal Empowerment and Access to Justice (2018-2021)”, and “Access to Justice and Human Rights Protection (2017-2021)”.</p> <p>This output is at-risk due to the lack of progress against the output’s 3 indicators and the related outcome indicator. Although UNDP made progress towards addressing SGBV and child protection, improving legal aid services, the capacity of the national human rights institution and the monitoring of prison conditions. For example, UNDP increased the number of cases resolved through plea bargaining and legal aid providers at the community level and supported the National Prosecution Service in conducting inspection visits to prisons and detention centres to address prisoners concerns and expedite their case reviews. UNDP also increased the provision of legal aid services in rural communities, reaching over 18,000 individuals through legal representation, counselling and advising and education. There is a question about the sustainability of results as some support has been ongoing for a decade and UNDP does not have a clear exit strategy, particularly for its programme in Zanzibar.</p> <p>The scope for UNDP to pursue improved human rights protections is limited in Tanzania. As reported by the UN Human Rights Office, there is a shrinking democratic and civic space in the country, including restrictions affecting the right to peaceful assembly and crackdowns on government critics and opposition party demonstrations.</p>	<p>00061944-Legal Sector Reform Zanzibar (2011-2018) \$1m [\$0.1m (regular), \$0.9m (other)]</p> <p>00112226-Promoting Legal Empowerment and Access to Justice (2018-2021) \$0.6m [\$0.4m (regular), \$0.1m (other)]</p> <p>00092477-Cross-border conflict prevention (2018-2019) \$0.1m [\$0m (regular), \$0.1m (other)]</p> <p>00095421 Access to Justice and Human Rights Protection (2017-2021) \$3m</p>

¹²⁵ Stakeholder interviews

	<p>Target (2021): Total (70%), UPR (23.33%), TB (23.33%), SP (23.33%)</p> <p>Result: N/A</p>	<p>Somewhat out of the scope of the output but worth noting that UNDP partnered with the Peacebuilding Support Office to implement a peacebuilding project to address instability and conflict associated with displacement in the border area between Tanzania and Burundi. However, this project is not included in the output assessment.</p> <p>Challenges:</p> <ul style="list-style-type: none"> - The finalization and launch of the National Human Rights Action Plan was delayed. - Capacity to provide ongoing support to Zanzibar was affected by limited access to funding and a heavy reliance on limited core funding. - Failure to deliver against some key expectations has affected relationships. - Scale and complexity of challenges in the system. UNDP was stretched to provide a substantive response, given its resource limitations. - The scope for UNDP to pursue improved human rights protections is limited in Tanzania. There is a shrinking democratic and civic space in the country, with restrictions affecting the right to peaceful assembly and crackdowns on government critics and opposition party demonstrations. 	
Supporting evidence	<p>00061944-Legal Sector Reform Zanzibar (2011-2018) \$1m [\$0.1m (regular), \$0.9m (other)]</p> <p>Key achievements:¹²⁶</p> <ul style="list-style-type: none"> - Sector wide collaboration through inclusion of organisations in system reform and coordination through membership on the Steering Committee and collaboration on individual activities. - UNDP provided capacity building and training on reforms, skills and knowledge enhancement across the sector, such as the administration of the justice system (reform management, case management) and key areas of law. Training reached almost every major organization in the sector; however, it was also found to be limited with room for improvement in intensive skill-building. This component was a significant contribution to the strengthening of the legal sector, however there is no information available on how the training improved performance. - An assessment for a potential law school in Zanzibar attracted widespread support and resources for the school's creation. The planning phase for the school commenced and the government dedicated resources and land to its creation. - Legislative reform support resulted in provisions to three Acts: <ul style="list-style-type: none"> - The Evidence Decree introduced new process reforms to reflect modern realities, including the admission of electronic evidence. - The Penal Code reflected society's interest in addressing SGBV by disallowing bail for SGBV crimes. - The Criminal Procedure Act attempted to address delays in the system by reducing the role of assessors to only capital cases and increasing the jurisdiction of the primary courts. 		

¹²⁶ Terminal Evaluation of the Support to Zanzibar Legal Reform Program, 2018

- The development and implementation of a Legal Aid Policy enhanced access to justice for vulnerable people in Zanzibar. Up from 0%, 100% of children in conflict with the law gained access to legal aid in the courts, detention and the community rehabilitation program. Under the new policy, paralegals can provide legal aid services to adult legal aid users and children in conflict with the law or who are at risk of conflict, at police stations and in the community.
- The opening of four Children's Courts was an important step in the provision of justice services for children. Rule and guidelines that put the Children's Act 2011 into practice and increase the transparency of the Court were enacted, however UNDP role in this Act and its enactment and/or the opening of the four courts is not clear.
- The project supported a community rehabilitation programme that resulted in the enrolment of 100 children in the programme, provision of legal aid to 394 children and a reduction of children in detention from 72 in 2013 to 9 in 2017.
- The project introduced and rolled out specific desks in police stations to receive all children's cases and female victims of SGBV crimes, with specially trained police officers stationed at the desks. Child supporters are to be present at the police station and/or called by police to provide children with information about their rights and mediate or assist them in moving to community rehabilitation rather than into the court system.
- With support of the project, the Chuo Cha Mafunzo (Prison Department) changed its approach to children by upgrading facilities (beds, mattresses, nets and toilets in rooms), constructing a new children's wing and permitting the Zanzibar Legal Services Centre to provide children with legal aid services in the prison.

Challenges:

- There was a delay in the development of a Case Management System which led to specific system components being re-written and exceeding the budget. At the end of the project, 15% of the system was still in development and the delay contributed to the Court's feeling of disengagement and lack of ownership.
- The purchase of a DNA machine to process DNA evidence, particularly for SGBV cases, was a highly publicized promise made at the onset of the project and one that was ultimately not delivered due to the high cost of the machine. This unfulfilled promise contributed to a negative perception of the project's management.

00112226-Promoting Legal Empowerment and Access to Justice (2018-2021) \$0.6m [\$0.4m (regular), \$0.1m (other)]

The main goal of the LEAP is focused on strengthening the legal empowerment of the people of Zanzibar and ensuring their meaningful access to justice. LEAP builds on the **Legal Sector Reform Zanzibar project**, which ended in 2018.

Key achievements:¹²⁷

- LEAP supported the drafting of a Law School Policy for the Law School in Zanzibar, which is designed to complement the ongoing development of the establishment of Zanzibar's Law School and prescribe how the school would be governed. As of Q3 2020 the policy has not been enacted.
- UNDP provided capacity building and training to Judges, prosecutors, investigators, medical practitioners, magistrates and state Attorneys of the Zanzibar Judiciary, on various criminal and civil procedures, the Prosecution Manual for Zanzibar State Attorneys and prosecutors, as well as Standard Operating Procedures. Some trainings taught participants to investigate and collect forensic evidence suitable for prosecution of SGBV and other cases, and others contributed to building expert witness confidence. The office of the DPP successfully processed and prosecuted 127 cases related to SGBV.
- UNDP supported the preparation of DPP's 5-year Strategic Plan and formulation of 6 fact-finding committees with the task of researching SGBV issues, witness protection, financial crimes, and providing recommendations for the Strategic Plan.
- LEAP facilitated 2 stakeholder forums on the criminal justice system to improve the effectiveness of the system in Zanzibar and strengthen stakeholder cooperation.
- UNDP supported the formulation of a technical committee to foster the implementation of the case management system that will include a digital case filing system, and data collection and management tools. The committee undertook site visits to 4 courts to assess the ICT infrastructure.

¹²⁷ PROMOTE LEGAL EMPOWERMENT AND ACCESS TO JUSTICE PROGRAMME Project Progress Report to UNDP (Quarter 1: January – June 2019)

- LEAP supported the development of legislative drafting and litigation manuals

Challenges:

- Implementation and roll-out of the case management system has been slow and impacted even more by COVID.
- With COVID, mentoring and monitoring has been difficult and work plans needed to be adjusted.
- Funding is difficult as there was no donor support after the 2015 elections. Funding for this project is exclusively through core funds and the One fund.

00095421- Access to Justice and Human Rights Protection (2017-2021) \$3m

The programme was designed to strengthen the ability of justice and human rights institutions to provide effective and accountable public service delivery in the justice & human rights sector, and to improve communities access, particularly women and other vulnerable groups, to available justice and human rights protection mechanisms.

Key achievements:¹²⁸

- The project supported the National Prosecution Service to conduct inspection visits to prisons and places of detention in 3 regions, resulting in visits of 11 prisons and the review of 3,320 inmates' cases. The DD released 215 inmates and recalled 45 files for immediate review. UNDP no longer coordinates prison visits, as this has been taken over by the Ministry of Justice. It is unknown if the prison visits continued after UNDP involvement in 2019, questioning the sustainability of these important results.
- UNDP supported the drafting of a 5-year strategic plan for the National Prosecution Service through planning meetings, field visits and consultations in 7 regions.
- UNDP supported MoCLA to finalize and disseminate the Code of Conduct for legal aid providers and paralegals and to improve its provision of legal aid services at the sub-national level (Kagera, Mara, Tanga, Dodoma and Songwe) through various interventions and campaigns to enhance legal aid service delivery. These reported increased and shared awareness and accountability for performance standards and expectations for the provision of legal aid services at the sub-national level.
- The Legal Aid Registration and Performance Monitoring System was developed and upgraded, improving the registration and certification of paralegals and legal aid and supporting MoCLA's capacity to perform oversight and leadership in the registration and accreditation of legal aid providers.
- UNDP provided technical support for an MOU roll out between MoCLA and the Tanzanian Police Force and Prison Service on access to legal aid providers to prisons, contributing to a reduction in the limits or impediments that legal aid providers face in accessing prisons and places of detention for the provision of legal aid services.
- Grants were given to 10 legal aid providers in 8 regions of Tanzania (Arusha, Dar es Salaam, Dodoma, Manyara Mara, Mwanza, Ruvuma and Shinyanga), providing support to rural communities with barriers to accessing quality legal aid services. For the second quarter of 2019, 18,358 individuals (38% women, 33% children) were reached by grantees through a combination of legal aid services including representation, counselling and advising, drafting and education.
- MoCLA conducted inspection visits to five pilot regions (Kagera, Mara, Tanga, Dodoma and Songwe) where the legal aid coordination mechanism has been piloted and documented emerging issues to inform policy development and reform in the implementation of the Legal Aid Act and making services available to the target population. Other regions requested the establishment of legal aid coordination mechanisms in their localities demonstrating positive reception of this mechanism.
- Progress was made towards the finalization of the National Human Rights Action Plan (NHRAP), through a consultative meeting of the Technical Committee in appraising the draft NHRAP (May 2019). At the time of reporting a draft was expected that incorporates feedback from stakeholders, with the final stage being approval through an inter-ministerial committee and translation into Swahili.¹²⁹

¹²⁸ A2J January – June 2019 progress report

¹²⁹ Updates provided by national stakeholders in February 2021 stated that the Second NHRAP had been developed and validated by stakeholders both in the Mainland and Zanzibar and is ready for publication.

	<ul style="list-style-type: none"> - UNDP supported the refurbishment of the Commission for Human Rights and Good Governances (CHRAGG's) regional office in Zanzibar. This included renovations and new equipment with the aim of making CHRAGG Zanzibar's office more visible and accessible to the people of Zanzibar. - CHRAGG, MoCLA and National Prosecution Service conducted joint inspection visits of prisons and police cells in 9 regions (Kigoma, Manyara, Dodoma, Mara, Mwanza, Mbeya, Songwe, Iringa and Njombe), assessing the treatment of prisoners and compliance with national and international human rights standards. 320 human rights complaints were received from inmates (275 men and 45 women); 183 (160 men and 23 women) of those complaints from the prisons and 11 (all men) from Police were resolved through corrective measures, including dialogue and securing release of prisoners and detainees. - The project supported CHRAGG in reinvigorating its Human Rights Thematic Groups in support of CHRAGG mandate. It supported CHRAGG to participate in 4 international and regional human rights events to reinforce its visibility and recognition as the national human rights institute of Tanzania. - During Jan-June 2019, UNDP supported the Commission to investigate complaints of human rights violations and abuse. 218 complaints were received by the Commission and 111 of those complaints were investigated and resolved as of June 2019. 100 were registered for further investigation. This is a positive result of UNDP support, but it is unclear if the results would have occurred without UNDP intervention, and if they will continue when UNDP intervention ceases. <p>Challenges:</p> <ul style="list-style-type: none"> - The visibility of work carried out under A2J project is limited. Stakeholder interviews found that despite details work plans and numerous activities implemented, there is limited visibility of the results (for ex. In the media). - There was a delay in funding received by CHRAGG through the Ministry of Legal Affairs, and further delays due to COVID. - The geographic location of some of justice institutions are far removed from people in the rural areas who need their services, leaving some behind in terms of physical access to justice. The judiciary is ahead of other institutions in constructing courts across the country however the challenge in enabling access to justice is that other services are not physically available near the courts (police and correctional services and paralegals and lawyers). A more harmonious development of the sector is needed however coordination between institutions is challenging. 			
IEO assessment of adequacy of supporting evidence	There was good evidence provided for the A2J project through progress reports and annual reports, but little supporting evidence for the other interventions under this output, namely LEAP. No information was provided on the 3 indicators associated with this output, demonstrating a lack of alignment between activity level reporting and the country level results framework output indicators.			
<p>Output 3.3:</p> <p>Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner</p> <p>Output 3.3 is off-track</p>	<table border="1"> <tr> <td data-bbox="394 970 824 1367"> <p>Indicator 3.3.1 Number of institutions implementing strategies and action plans to end corruption.</p> <p>Baseline: Total (4), Strategies (2), Action plans (2)</p> <p>Target (2021): Total (10), Strategies (5), Action plans (5)</p> <p>Result: N/A</p> </td> <td data-bbox="824 970 1675 1367"> <p>Off-track (CO rated this as off track)</p> <p>2 projects fall under Output 3.3: Consolidation of a UN Global Compact Local Network (2017-2020) and Support Anti-corruption initiatives in Tanzania (2011-2017).</p> <p>UNDP contribution to address corruption in key public institutions is off-track. Planned work to strengthen strategies and action plans to address corruption was not undertaken. Some limited work was undertaken to combat corruption in the private sector, through the UN Global Compact Network project, but the scope to expand this into something more substantial in the public sector through anti-corruption action plans and strategies (outcome indicator 3.5) is extremely limited.</p> <p>The UN Global Compact Network project deals with the private sector on various human rights, social and environmental areas but falls more comfortably under the Inclusive Growth pillar than</p> </td> <td data-bbox="1675 970 2033 1367"> <p>00092478-Consolidation of a UN Global Compact Local Network (2017-2020) \$0.4m [\$0.3m (regular), \$0.2m (other)]</p> <p>00062051-Support Anti-corruption initiatives in Tanzania (2011-2017) \$0m [\$0m (regular), \$0m (other)]</p> </td> </tr> </table>	<p>Indicator 3.3.1 Number of institutions implementing strategies and action plans to end corruption.</p> <p>Baseline: Total (4), Strategies (2), Action plans (2)</p> <p>Target (2021): Total (10), Strategies (5), Action plans (5)</p> <p>Result: N/A</p>	<p>Off-track (CO rated this as off track)</p> <p>2 projects fall under Output 3.3: Consolidation of a UN Global Compact Local Network (2017-2020) and Support Anti-corruption initiatives in Tanzania (2011-2017).</p> <p>UNDP contribution to address corruption in key public institutions is off-track. Planned work to strengthen strategies and action plans to address corruption was not undertaken. Some limited work was undertaken to combat corruption in the private sector, through the UN Global Compact Network project, but the scope to expand this into something more substantial in the public sector through anti-corruption action plans and strategies (outcome indicator 3.5) is extremely limited.</p> <p>The UN Global Compact Network project deals with the private sector on various human rights, social and environmental areas but falls more comfortably under the Inclusive Growth pillar than</p>	<p>00092478-Consolidation of a UN Global Compact Local Network (2017-2020) \$0.4m [\$0.3m (regular), \$0.2m (other)]</p> <p>00062051-Support Anti-corruption initiatives in Tanzania (2011-2017) \$0m [\$0m (regular), \$0m (other)]</p>
<p>Indicator 3.3.1 Number of institutions implementing strategies and action plans to end corruption.</p> <p>Baseline: Total (4), Strategies (2), Action plans (2)</p> <p>Target (2021): Total (10), Strategies (5), Action plans (5)</p> <p>Result: N/A</p>	<p>Off-track (CO rated this as off track)</p> <p>2 projects fall under Output 3.3: Consolidation of a UN Global Compact Local Network (2017-2020) and Support Anti-corruption initiatives in Tanzania (2011-2017).</p> <p>UNDP contribution to address corruption in key public institutions is off-track. Planned work to strengthen strategies and action plans to address corruption was not undertaken. Some limited work was undertaken to combat corruption in the private sector, through the UN Global Compact Network project, but the scope to expand this into something more substantial in the public sector through anti-corruption action plans and strategies (outcome indicator 3.5) is extremely limited.</p> <p>The UN Global Compact Network project deals with the private sector on various human rights, social and environmental areas but falls more comfortably under the Inclusive Growth pillar than</p>	<p>00092478-Consolidation of a UN Global Compact Local Network (2017-2020) \$0.4m [\$0.3m (regular), \$0.2m (other)]</p> <p>00062051-Support Anti-corruption initiatives in Tanzania (2011-2017) \$0m [\$0m (regular), \$0m (other)]</p>		

		the Governance pillar. This further supports an off-track rating for output 3.3, as UNDP Tanzania effectively has no interventions addressing corruption and transparency in public institutions.	
Supporting evidence	<p>00092478-Consolidation of a UN Global Compact Local Network (2017-2020) \$0.4m [\$0.3m (regular), \$0.2m (other)]</p> <p>The project aims to support businesses and non-businesses to establish, operate, maintain and institutionalize a UNGC Local Network in Tanzania. This project deals with the private sector on various human rights, social and environmental areas but falls more comfortably under the Inclusive Growth pillar and not the Governance pillar. This further supports an off-track rating for output 3.3, as UNDP Tanzania effectively has no interventions addressing corruption and transparency in public institutions.</p> <p>Key achievements:¹³⁰</p> <ul style="list-style-type: none"> - The GC supported Tanzania's 2019 VNR by coordinating private sector's response. - Established Tanzanian sustainability portal, hand in hand with the 5-year development plan, where historically it was not possible to take stock of the private sector's contribution to CSR. This portal is a central database for the private sector to populate their activities in relation to implementation on agenda 2030, CSR, etc. Whether it's being used by the private sector is not known. - Three working groups for anti-corruption, environment and SDGs were formed - UNDP supported the anti-corruption working group under the UN Global compact network Tanzania to develop guidelines for companies to prevent, detect, resist and respond to corruption effectively.¹³¹ These guidelines serve to enable leaders to develop values-driven corporate culture and standards of ethics and integrity while guiding companies on how to meet these standards, e.g., through setting expectations of business integrity and ethics in business-to-business dealings, and business to government dealings. These guidelines were finalized in 2019 and supposed to be enacted in 2020 through capacity building programmes, however this was put on hold due to COVID. - The process of preparing guidelines was inclusive and participatory. Broad engagement and partnerships with institutions during the development of the guidelines was positive, with anti-corruption actors from the private sector, civil society and government coming together to promote a sense of collective responsibility around fighting corruption. - 18 companies agreed to sign a pledge to WEP – women's empowerment principles. - The UN Global Compact Network Tanzania resource mobilization with bilateral donors had not been successful as of 2019 reporting. The work towards developing the Tanzania Business Integrity & Anti-Corruption Principles was therefore funded through UNDP core resources. <p>Challenges:</p> <ul style="list-style-type: none"> - Guidelines were finalized in 2019 and supposed to be enacted in 2020 after an initial delay due to the government moving to Dodoma and then a further delay due to COVID interruption of launch plans for Feb. 2020. The Global Compact is a platform where major activities are convened in person, creating a challenging environment for achieving results during COVID. 		
IEO assessment of adequacy of supporting evidence	<p>Poor. No information was reported on the output indicator. No evidence was provided for the Support Anti-Corruption Initiatives in Tanzania project, and little up-to-date evidence was provided for the UN Global Compact Network Tanzania project beyond AWP's and the 2017 quarterly progress report.</p>		

¹³⁰ ROAR 2019 and stakeholder interviews

¹³¹ "The Tanzania Business Integrity & Anticorruption Principles"

<p>Output 3.4:</p> <p>Government has effective mechanisms in place to monitor and report on use of ODA and other sources of global development financing</p> <p>Output 3.4 is at-risk</p>	<p>Indicator 3.4.1 % of MDAs able to use Aid Management Platform to manage ODA</p> <p>Baseline: 50%</p> <p>Target (2021): 90%</p> <p>Result: N/A</p> <p>Indicator 3.4.2 Existence of a national system to monitor the Sustainable Development Goals</p> <p>Baseline: No</p> <p>Target (2021): Yes</p> <p>Result: No</p>	<p>At risk (CO rated at risk)</p> <p>5 projects were included under this output, with 2 projects contributing to this output that were designed for this CPD cycle timeframe: Enhancing capacity for dvp results and effectiveness (2017-2021) and Capacity building for SDG Coordination Z/bar (2018-2021).</p> <p>UNDP advised they were on track towards the objective of establishing a national system for SDG monitoring, but provided insufficient evidence to substantiate the position that there is a clear pathway towards a national system.¹³² UNDP undertook capacity building work to improve the monitoring of SDGs, encouraging ownership and active engagement of communities across Tanzania and supported data collection, analysis and visualization for the 2019 VNR. In Zanzibar, important steps have been taken towards developing a system to collect data, monitor and report on the SDGs with UNDP support.</p> <p>The project has made progress in supporting the second indicator for the output, with UNDP supporting the establishment of the new government-owned aid management platform for improved reporting and monitoring of ODA. Despite this progress, the indicator target of training 90% of ministries, departments and agencies to use the aid management platform, was unrealistic as the platform was under development for most of the project cycle.</p> <p>Financing has been a primary challenge for the work, as support relies on limited UNDP core resources. The expulsion of the UNDP Country Director in 2017 by the Government also challenged UNDP efforts in this area.¹³³ According to stakeholder interviews, this strained relationships with donors and partners and led to UNDP leaving its role as the Development Partners Group Secretariat, thereby weakening the results with DPG and aid effectiveness work. It took time after the change in leadership for UNDP to re-establish itself as the Development Partners Group Secretariat and to mobilize funds for it.¹³⁴</p>	<p>00095415-Enhancing capacity for dvp results and effectiveness (2017-2021) \$11.6m [\$0.7m (regular), \$10.9m (other)]</p> <p>00061971-Development Partners Group Secretariat (2011-2018) \$0.6m [\$0.1m (regular), \$0.5m (other)]</p> <p>00062050-Capacity for Reform Management - Zanzibar (2012-2017) \$0.5m [\$0.5m (regular), \$0m (other)]</p> <p>00102469-Capacity building for SDG Coordination Z/bar (2018-2021) \$0.4m [\$0.4m (gular), \$0m (other)]</p> <p>00061947-Capacity Development for Results Management (2012-2016) \$3m [\$2.7m (regular), \$0.3m (other)]:</p>
<p>Supporting evidence</p>	<p>00095415-Enhancing capacity for dvp results and effectiveness (2017-2021) \$11.6m [\$0.7m (regular), \$10.9m (other)]</p> <p>This is the largest project in terms of budget and expenditure in Output 3.4. The project is largely a capacity development initiative that seeks to improve the capacity at national and sub-national levels to plan, monitor, evaluate and report on the implementation and financing of national, regional and global development goals.</p> <p>This project is the latest phase of ongoing UNDP support to the Government in enhancing aid effectiveness and making development assistance more efficient. The support began in 2004 with the formalization of the Development Partners Group as a country-response to the Rome Declaration (2003). The predecessor of this project was more focused on DPG Secretariat</p>		

¹³² The only evidence provided was an incomplete Q2 2019 Progress Report for ‘Enhancing Capacity for Development Results and Effectiveness’, which did not substantiate the claim of developing a national system for SDG monitoring.

¹³³ The former Country Director of UNDP was expelled from Tanzania in 2017 by the Government, citing concerns about poor performance and strained relations with her staff, according to various news sources. The Country Director had been critical of Zanzibar’s 2015 election and the controversial re-run in 2016, and opposition party members attributed her expulsion to this.

¹³⁴ Stakeholder interviews, Sept. 2020

support, providing services to development partner coordination for better aid coordination and management. UNDP support has evolved over the 16 years, with the current support being more focused on capacity development.

Key achievements:

- The project has made progress¹³⁵ on building the capacity of staff in government agencies, in Zanzibar and the mainland. On SDGs, the National Bureau of Statistics and Zanzibar's Office of Statistics worked with UNDP to localize SDG indicators in data through the support of this project, with the end product being the 2019 VNR that was presented at the HLPF in NY. UNDP contributed to Tanzania's ability to report progress on SDG 5 (gender equality) in the 2019 VNR report, in concert with other projects like MKUZAIII and partners (UN Women) that worked on gender sensitive data collection.
- UNDP supported the migration and development of the government-owned aid management platform. The government now relies on its own IT experts and government experts for the platform, a demonstration of ownership and leadership by the government since UNDP is not providing technical support. This migration reduces the government's dependence on the private sector which developed the previous platform years ago and was not seen as a sustainable model. This activity directly supports indicator 3.4.1 and Output 3.4 and although the platform has not been completed by the time this evaluation took place. In Q3 2019, it was found the government-owned "Tanzania External Resources Management Database" which is replacing the Aid Management Platform (began in 2019) is not yet complete, thus it is unclear how many Ministries, Departments and Agencies (MDAs) are able to use the system and if this indicator target will be met. Due to the Government's shift in wanting to create its own platform, achievement of this indicator is thus far delayed although progress is seen towards the output with the creation of this new platform.

Challenges:

- COVID has affected the DPG dialogue with the government and other partners and CSOs, as meetings that were previously held in person are being conducted over video and took time to establish. Although this was a challenge initially, it ultimately is seen as a positive result of the "new normal" that these meetings could be held virtually and demonstrates adaptive programming.
- Data collection was previously done physically and due to COVID, data collection is slowly pivoting to being done using IT equipment, which has been challenging.
- Evolving interests and priorities of government partners and government in Tanzania makes implementation of the project challenging, as it must evolve from when the project was designed and then dialogue between the government and partners change.
- The transition of MDGs to SDGs was not equal for all actors and this slowed project implementation.

00102469-Capacity building for SDG Coordination Z/bar (2018-2021) \$0.4m [\$0.4m (regular), \$0m (other)]

This project is aimed at enhancing institutional capacities to facilitate coordination, monitoring and reporting of SDGs and MKUZA III in Zanzibar, and enabling the Revolutionary Government of Zanzibar to respond to the increasing demand of high quality and timely data. This project is on-track and good progress has been made towards the 3 outputs of this project, and progress towards indicator 3.4.2 (specifically for Zanzibar).

Interviews with key implementing partner showed positive perception of the project which was designed in conjunction with the ZPC implementing partner which is demand-driven and timely.

¹³⁵ Stakeholder interviews

Key achievements:¹³⁶

- The project provides capacity building for officials to design projects and write reports and financed government officials to attend international conferences and meetings, such as the HLPF in 2019, to exchange experiences and collaborate with others.
- A draft of the National Strategy for the Development of Statistics was submitted for finalization by the coordination team.
- Office of Chief Government Statistics in Zanzibar was supported to collect data for the 2019 Household Budget Survey, data that informed monitoring and reporting progress in the implementation of SDGs and MKUZA III. Data collection spanned 12 months, and UNDP supported payments to 137 field enumerators and data validators and 37 supervisors. Data collection has been completed and the cleaning and validation was in final stages as of Q1 2020.
- A consultant was engaged to lead the national statistics policy formulation process starting Oct 2019. As of Q1 2020 comments were provided by various stakeholders and consultations of stakeholders were made at each stage of drafting the policy which is under review by relevant government bodies as of Q3 of 2020.
- UNDP contributed to the dissemination of MKUZAIII and SDG information to stakeholders in Zanzibar, and with the onset of COVID, project activities were reprogrammed to increase awareness of COVID (instead of SDGs) through the use of local and community media (8 programmes aired by 4 community radios).

Challenges:¹³⁷

- Resource constraints: The project is underfunded as donors are not funding UNDP activities in Zanzibar. Total resources required listed as \$1,652,400 and \$830,600 unfunded. In 2019, \$436,772 was disbursed to the project against the estimated annual budget of \$638,550, affecting the implementation of planned activities for Q4 2019.
- COVID: Delay in disbursement of funds due to reprogramming of UNDP projects aimed at responding to the pandemic. The Government lacks capacity to work virtually. Expansion of project to 4 regions was halted due to the pandemic. Institutional capacity building had to stop (for example, sending government officials for M&E training).
- Capacities of local implementation partners in project management, reporting and writing reports are limited.
- Partnerships with private sector on sustainable development have been weak despite intentions to strengthen these partnerships
- Although awareness has been raised and platforms have been established, the next steps are unclear once increased awareness and capacity, and new platforms are achieved.

00061971-Development Partners Group Secretariat (2011-2017) \$0.6m [\$0.1m (regular), \$0.5m (other)]

This project (2011-2017) is the second phase of an earlier 2008-2011 intervention implemented under NIM and Ministry of Finance leadership. It is the predecessor of **00095415-Enhancing capacity for dvp results and effectiveness (2017-2021) \$11.6m [\$0.7m (regular), \$10.9m (other)]**. This project was implemented under DIM and builds on an earlier intervention with the objective to strengthen overall coordination and harmonization capacity of the DPG through a secretariat under UNDP.

Key achievements:¹³⁸

- Finalization of the Development Cooperation Framework 2017 document and initiation of the action plan outlining key actions to be implemented around financing, capacity development.
- Facilitated extensive MKUKUTA/MKUZA review and MKUKUTA II/MKUZA II drafting process
- Successfully facilitated dialogue structure and division of labour negotiations, peer and self-assessments including the aid architecture review (the Kaberuka report).
- Developed strategic documents for aid management in in Zanzibar and the production of the first ODA report. For the Mainland, progress was made in collecting and reporting on ODA and first steps were taken towards integration with the budget software. These results assisted the Government in improving aid management and coordination.

¹³⁶ Quarterly Project Progress Reports (Q4 2019, Q1 2020) and stakeholder interviews

¹³⁷ 2019 Annual Report & interviews with stakeholders

¹³⁸ Final DPG Secretariat Project Report

	<ul style="list-style-type: none"> - In Zanzibar, the Ministry of Finance adopted the 'Zanzibar Development Cooperation Compact' 2015-2017 to address the lack of a policy and implementation framework. The Compact proposes a simple dialogue framework to facilitate, enhance aid effectiveness and better structure the dialogue and coordination between Zanzibar and its partners. <p>Challenges:</p> <ul style="list-style-type: none"> - An erosion of trust and confidence between the GoT and development partners. - Low demand/decreased interest from the GoT in aid effectiveness agenda, said to be due to a shift of interest in non-ODA sources of funding. - Financing has been a challenge in both this project and the current iteration. The initial aim of this project was to build a sustainable source of income for the duration of the project, however ad-hoc commitments were made from agencies. <p>00061947-Capacity Development for Results Management (2012-2016) \$3m [\$2.7m (regular), \$0.3m (other)]:</p> <p>The objective of the project is to enhance national institutional capacity in the national poverty monitoring and evaluation institutions and systems, including sub-national and community monitoring systems. The initial design focused on establishing monitoring and evaluation systems for the GoT, notably in the area of poverty and environment, improve the capacity of the national audit office, promote the use of ICT in the government and mainstream youth employment at subnational level. These activities were implemented in the previous planning cycle to support the GoT to reach the MDGs.</p> <p>The project design was substantially revised in 2015 to include a component on strengthening procurement services delivery and the capacity of the government procurement services agency. This revision led to an increase in allocated budget of 30.7m up from USD 5.1m in 2013, with a substantial part funded by GoT (USD 12.2m). The project was implemented by the Poverty Eradication Division of MoFP.</p>		
IEO assessment of adequacy of supporting evidence	Sufficient but could be improved. Beyond products, few progress reports and end of project reports or evaluations were provided. For the two projects that make up the bulk of this output assessment, decent evidence was found, however for the other closed projects, very little information was provided.		
<p>Output 3.5:</p> <p>Women have enhanced capacities to participate in electoral and decision-making processes at all levels.</p> <p>Output 3.5 is at risk</p>	<p>Indicator 3.5.1 ratio of women to men participating as candidates in general elections.</p> <p>Baseline: 8.7%</p> <p>Target (2021): 9%</p> <p>Result: N/A</p> <p>Indicator 3.5.2 ratio of women to men in decision-making at all levels</p>	<p>At-risk (CO reported at risk)</p> <p>Two projects contributed to this output: Legislative Support Project II (2017-2021) \$4.9m [\$0.6m (regular), \$4.4m (other)]; Legislature Support Project (2011-2017) \$1.4m [\$0m (regular), \$1.4m (other)].</p> <p>Focus on support for women's participation in elections stalled following the completion of DEP after the 2015 election. It is not clear what impact this project had on women's participation in elections, as this was never measured.¹³⁹</p> <p>Parliamentary support projects (see more detailed discussion at output 3.1) have been actively promoting the importance of women's participation in decision-making, with some positive results</p>	<p>00095419-Legislative Support Project II (2017-2021) \$4.9m [\$0.6m (regular), \$4.4m (other)]</p> <p>00060696-Legislature Support Project (2011-2017) \$1.4m [\$0m (regular), \$1.4m (other)]</p>

¹³⁹ UNDP previously supported interventions towards indicator 3.5.1 through the 00068932-Democratic Empowerment Project (2012-2018), through supporting the development of a database of 2,300 women, youth and PWD political aspirants. More than half of participants from related trainings reported that their confidence to run for office had increased, but data is not available for how many women actually obtained nominations and ran for office.

	<p>Baseline: 30%</p> <p>Target (2021): 37%</p> <p>Result: N/A</p>	<p>achieved in this area. It is unclear what impact this has had on lifting women's roles in decision making, since this is not measured, although it is likely modest.</p> <p>The indicators used to measure progress towards the output are not necessarily reflective of the gender-mainstreaming work carried out under the 2 projects. Progress has been made towards output 3.5 in enhancing women's capacity to participate in electoral and decision-making processes, namely women MPs in Tanzania's NA, and important strides have been made towards mainstreaming gender in the NA, although this work is not captured by the two associated indicators.</p>	
Supporting evidence	<p>Key achievements:¹⁴⁰</p> <ul style="list-style-type: none"> - UNDP support to the NA strengthened women's capacities to participate in decision-making processes at the national level through the Legislative Support Project. The Tanzania Women's Parliamentary Group (TWPG) demonstrated growing capacity to launch debates on issues related to women's rights and gender equality. For example, during the 11th Parliament session, women MPs asked 250 questions out of a total 717 questions. Out of a total 1,276 contributions during the same session, 325 of them were made by women MPs. - Interviews and CO self-reporting demonstrate that women previously did not raise gender related questions in debates, but with UNDP support they now do. Gender champion MPs lead and support discussions on gender related questions and women's rights issues. Male gender champions have been helpful in supporting women MPs, for example in the recent passage of a bill outlawing child marriage. - Two working sessions took place on gender analysis for 2 bills that focused on ensuring gender-sensitivity in the bills. This was the first of its kind under the project and they created awareness among MPs and committee clerks and resulted in the incorporation of gender-related amendment into the bills. Also, the parliamentary committees endorsed the gender analysis, stating that it should be part and parcel of all bills tabled in Parliament to ensure that Acts are gender sensitive. - Gender responsive budgeting analysis is now "part and parcel" of all parliamentary committees when bills are being analysed, which was not previously the case. Through gender responsive budgeting analysis, probing is done to take women, PWD, youth and rural communities into consideration. - Through the UN-Women-supported Gender Specialist, the project plans to undertake gender analysis of bills and train and mentor committee clerks so that gender analysis is institutionalized in regular bill analysis. - UNDP, UN Women and the NA developed a gender mainstreaming handbook to guide Parliament, individual MPs, staff and civil society on mechanisms for mainstreaming gender in legislative work. The handbook was completed in Q4 2020 and is expected to be operationalized in the new Parliament. <p>Challenges:</p> <ul style="list-style-type: none"> - UNDP does not have specific interventions targeting women's participation at decision-making levels beyond the parliamentary support under Output 3.1. As reported under output 3.1, UNDP did not receive a request for 2020 election support thus no interventions were taken towards strengthening women's capacities to participate in national elections. - Tanzania's electoral system is a combination of first past the post (constituencies) and proportional representation for women. After elections, the Electoral Commission uses the number of votes cast in favour of each political party to calculate the number of women-only seats that should be allocated to each party that participated in the election. Since proportional representation seats are reserved for women, this is where women's representation is positive, not in the constituency seats where there is no evidence of political parties' proactively promoting women as candidates in constituency elections. Unlike their constituency counterparts, proportional representation MPs are not entitled to 		

¹⁴⁰ 2019 ROAR, stakeholder interviews

	<p>Constituency Development Catalyst Funds¹⁴¹ to support the implementation of capital projects. For future gender specific electoral work, emphasis should be placed on increasing the number of women elected to constituent seats.</p> <ul style="list-style-type: none"> - Stakeholder interviews demonstrated the need for more targeted capacity building programmes for women MPs in order to help them conduct their work and reduce barriers to access. - In terms of sustainability with the work of capacity building around gender mainstreaming, there is the challenge of high turnover of MPs due to elections resulting in MPs with institutional memory leaving. Efforts were made to mitigate this through institutionalizing gender mainstreaming related reforms and processes; however, the capacity building of specific MPs and male gender champions is not sustainable when Parliament is dissolved, and newly elected members enter. The failure of UNDP to establish a gender committee and make amendments to standing orders due to the Parliament changes are examples of the challenges faced in institutionalizing gender mainstreaming. 		
IEO assessment of adequacy of supporting evidence	Supporting evidence in relation to LSP I and II is adequate, however no data was provided on the two indicators, demonstrating a disconnect between the country programmes results framework indicators and the actual work carried out under this output.		
<p>Output 3.6:</p> <p>National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.</p> <p>Output 3.6 is at risk</p>	<p>Indicator 3.6.1 Percentage of national and sub-national governmental personnel participating in UNDP PVE capacity development who demonstrate improved understanding of PVE approaches.</p> <p>Baseline: 0%</p> <p>Target (2021): 95%</p> <p>Result: N/A</p> <p>Indicator 3.6.2 Number of mechanisms enabled for consensus-building around contested priorities, and to address specific tensions, through inclusive and peaceful processes</p> <p>Baseline: 0</p> <p>Target (2021): N/A</p>	<p>At risk (CO reported on-track)</p> <p>UNDP work to support the prevention of violent extremism (PVE) in Tanzania is “at risk” due to the lack of data or measurement of either of the two output indicators. Notwithstanding measurement challenges, UNDP has made some progress towards the output level goal of strengthening national capacities to PVE, including in areas covered by the indicators.</p> <p>UNDP made progress in supporting the development of the “National Strategy and Action Plan for Prevention of Violent Extremism” and delivering capacity building and awareness raising to at-risk youth, Tanzanian Police Force, mosques and madrassas and women focused CSOs. There has been progress on the development of mechanisms for consensus-building, but no target was designated for this indicator, making it difficult to assess whether the indicator is on track.¹⁴² UNDP partnered with UNV to provide mentorship, engagement and vocational training activities for at-risk youth in hotspots, and with UN Women to develop training handbooks and guidelines on PVE and gender. Much of the capacity building focus has been on at-risk youth and grassroots level work, which is not captured by either of the two output indicators. Real results on increasing women’s participation and leadership in PVE is not seen.</p> <p>There have been delays related to UNDP staff turnover and change in leadership that affected the design and implementation of the project supporting this output, which was added to the CPD after the cycle had begun. The sensitive nature of PVE and security related issues also contributed to</p>	00102787 - Preventing Violent Extremism in Tanzania (2017-2020) \$3.8 m

¹⁴¹ Under s 5(3) of the Constituencies Development Catalyst Fund (CDCF) Act (2009), the funds exclude proportional representation MPs as it is allocated to each (geographic) constituency (as opposed to each MP) as follows: (a) 25% equally to each constituency; and (b) 75% shall be allocated based on (i) 45% in relation to the population of people living in a constituency; (ii) 25% in relation to the poverty margin; (iii) 10% in relation to the size of the geographical area of a constituency.

¹⁴² Four mechanisms were supported/created: (1) the development of the “National Strategy and Action Plan for the Prevention of Violent Extremism; (2) the establishment of the “National Advisory Council”; (3) the establishment of the “ Early Warning and Response Group” in Mwanza; and (4) a “mechanism for religious dialogue” in Mwanza.

	Result: 4	delays, particularly in launching the National Strategy and Action Plan for Prevention of Violent Extremism.	
Supporting evidence	<p>00102787 - Preventing Violent Extremism in Tanzania (2017-2020) \$3.8 m</p> <p>The project was designed to support capacity development to prevent and reduce violent extremism and to address the drivers and enablers of VE. The intervention is divided into 2 phases:</p> <ul style="list-style-type: none"> -Phase 1: Research and support to the inclusive preparation of a National Strategy and Action Plan, and implementation of pilot projects in Zanzibar, Mwanza, Tanga, Pwani, Lindi and Mtwara. -Phase 2: Support implementation of the National Strategy and Action Plan once approved and adopted by relevant authorities. <p>Key achievements:</p> <ul style="list-style-type: none"> - UNDP supported the development of the “National Strategy and Action Plan for Prevention of Violent Extremism” however the draft was due to be completed and launched in 2019 and was delayed due to transitions on UNDP side and consultative processes. - Progress was made in delivering capacity building and awareness raising with local actors in 3 target regions, including trainings with at-risk youth groups and the Tanzanian Police Force. 869 police trained (247 women, 622 men) by 2018. - UNDP provided community policing awareness campaigns to security officers to build their skills to interact with community members and supported programmes to fight against the drivers of VE: Neighbourhood Watch, Voluntary Compliance of Law without Coercion, Security First and Safe Catch. - Mentorship, engagement activities and vocational training activities were conducted in partnership with UNV for at-risk youth in hotspots to provide alternative narratives and to empower them to contribute to peacebuilding at the local level. In 2019, 2,864 participants were engaged in PVE activities, 56% men and 44% women.¹⁴³ Anecdotal evidence showed that interventions enabled some at risk youth to transition from living on the streets to and integrate them back into the community. - 4 inter-religious dialogues held in Mwanza (3) and Tanga (1): 77 (67 men and 10 women) participants. - 4 trainings held for 185 youth (94 men and 91 women) on radicalisation leading to VE and conflict management in Misungwi, Nyamagana, Sengerema and Magu districts. - 3 public dialogues held on youth digital safe spaces; safe spaces for an individual and communities; and youth safe spaces for civic and political engagement facilitated. Attended by 620 youth (385 men and 235 women). - Training and support to mosques and madrassas resulted in a Madrassa Management Guide and Mosque Management Guide, to increase involvement of religious institutions and increased oversight. The madrassa curriculum for Zanzibar was finalized and approved in early 2019. The mainland madrassa curriculum is still under development and facing challenges in uptake. - 2 mechanisms directed at at-risk youth established: Early Warning and Response Group and Mechanism for Religious Dialogue, both in Mwanza.¹⁴⁴ The development of these increased local stakeholders' engagement: 1,186 (820 men and 366 woman) engaged through 39 strategic meetings and 14 dialogues.¹⁴⁵ - Study on Community Perceptions of Security and Violent Extremism was undertaken in five regions on the Mainland (Mwanza, Tanga, Lindi, Pwani and Mtwara) and Zanzibar with 121 key informant interviews (78 men and 43 women).¹⁴⁶ 		

¹⁴³ Document provided by CO: “Data for PVE activities in total 2019”. These activities included sports festivals, community events, life skills trainings, community dialogues with religious leaders and youth groups, including on topics related to women engagement in fighting VE.

¹⁴⁴ 2019 ROAR

¹⁴⁵ 2018 Annual Report

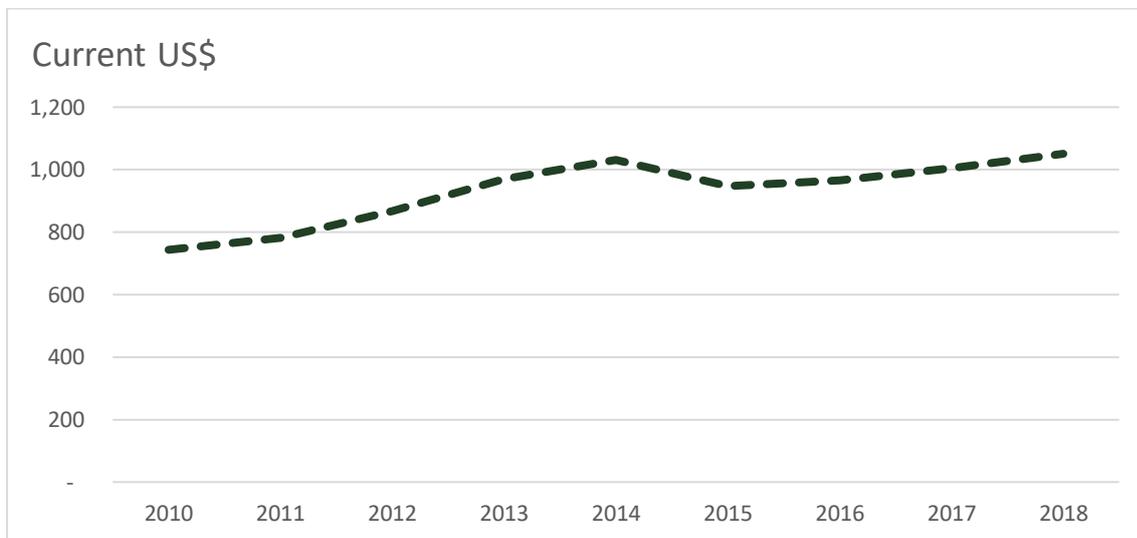
¹⁴⁶ 2018 Annual Report

	<ul style="list-style-type: none"> - 2 training manuals developed by UN Women (“Handbook on Gender and PVE for Government Officials” and “Training Manual on Gender and PVE for Women Civil Society Organisations”) and a training workshop for 47 Government officials (30 men; 17 women) resulted in a government PVE ‘mind map’ that identified all critical stakeholders and government institutions and agencies. This map was used in support of the National Strategy on PVE. <p>Challenges:</p> <ul style="list-style-type: none"> - Delays due to UNDP staff turnover and change in leadership affected the implementation of this project. The project was added to the CPD in 2017 as its development and design took a long time. The highly sensitive nature of PVE issues means that the work moves slower with various internal government processes and consultations. - COVID created delays with vocational training that was taking place with at risk youth. Youth mentorship was also affected as meetings could not be organized and some youth participants did not have phones and could not be located. - Certain activities designed together with UNESCO were delayed or not delivered at all, e.g., delays in tools and equipment that participants were supposed to use as start-up kits for vocational training, and the failure to deliver an output related to conflict sensitive news and training journalists. It is unclear what the issue was between UNESCO and UNDP, however the administration of their agreement was not positive, as UNDP awaits final reports to understand what happened to the financing provided to UNESCO, which was intended for journalist training. - The vocational training designed in conjunction with UNESCO was found to be an incomplete model due to issues of sustainability and impact. Despite positive inroads being made with vocational training for at risk youth, there are high levels of unemployment in their communities and despite having new skills, participants were unable to find employment or enter the markets with their new skills. - Real results on increasing women’s participation and leadership are not seen. - Sustainability of results for ex. with mentorship and vocational training of at-risk youth and training of security officials is unclear. <p>What worked well:</p> <ul style="list-style-type: none"> - There was UNDP staff in the 3 targeted regions on the ground. This field presence helped foment government ownership and participation at the local and regional level. This is important given the sensitivity of the project activities. - UNDP partnerships with UN-Women and UNV contributed positively to the project outcomes and UNDP delivery of activities.
IEO assessment of adequacy of supporting evidence	Evidence was good for this project, with good reporting provided on the activities, for example training and mentorship, although data from 2019 onwards was not provided. Follow-up on the results of UNDPs interventions would provide more supporting evidence (e.g., surveys measuring the change in perceptions and increased capacities following capacity development; baseline studies are needed to better understand the starting point of the interventions). Data on the reductions of offences related to “property; state and public tranquillity; and, against Person” were reported to be attributed to UNDP trainings by the CO, but evidence was not provided to support this claim.

Annex 2. Key country and programme level statistics

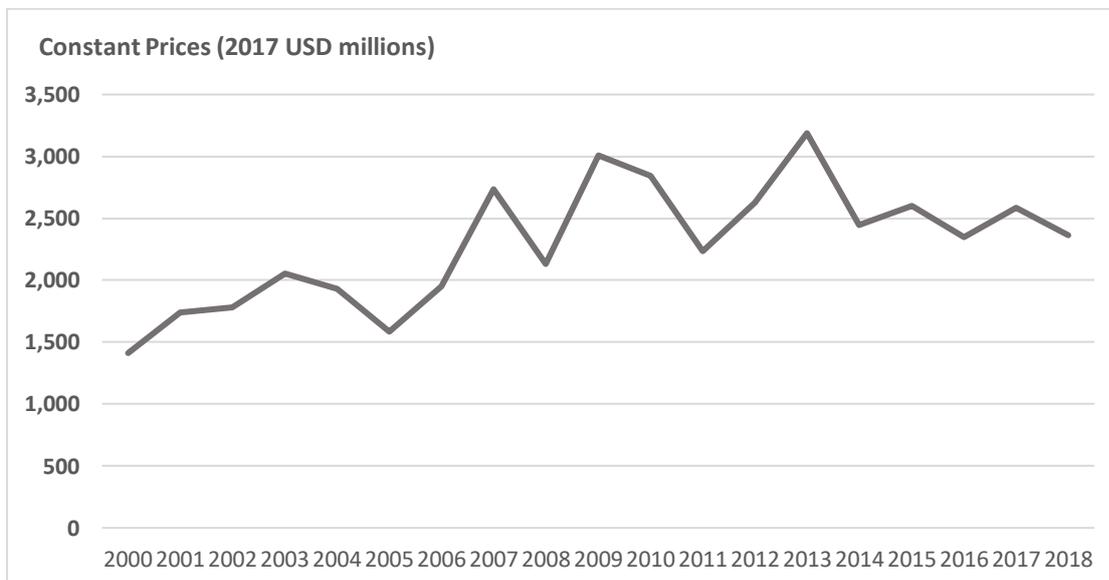
Country statistics

Tanzania Gross National Income per capita atlas method 2010-18



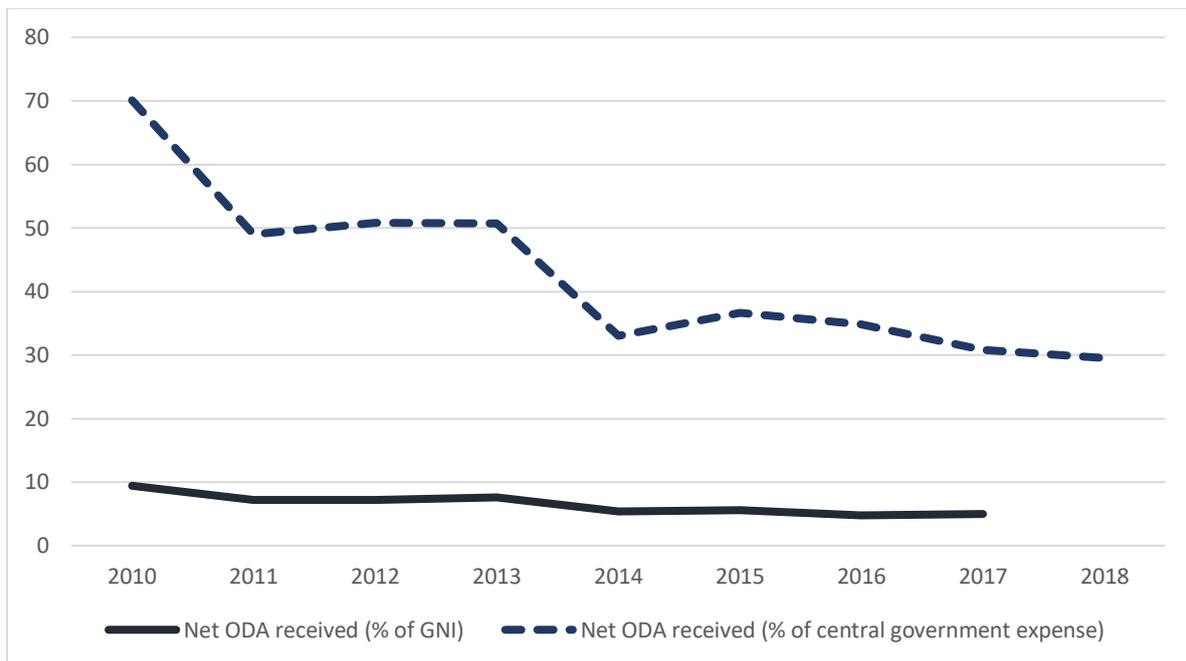
Source: World Bank Data (2020)

Net ODA Received, Tanzania 2000-2018



Source: OECD Query Wizard for International Development Statistics (2020)

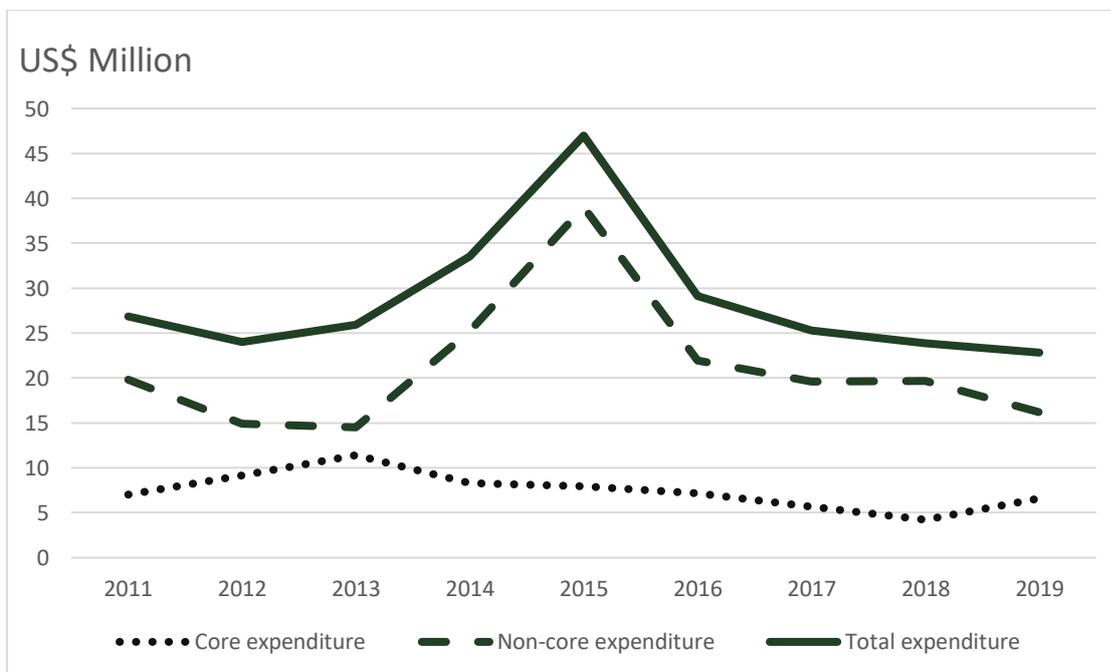
Net ODA Received as a percentage of GNI and Government expenditure, Tanzania, 2010-2018



Source: World Bank (2020)

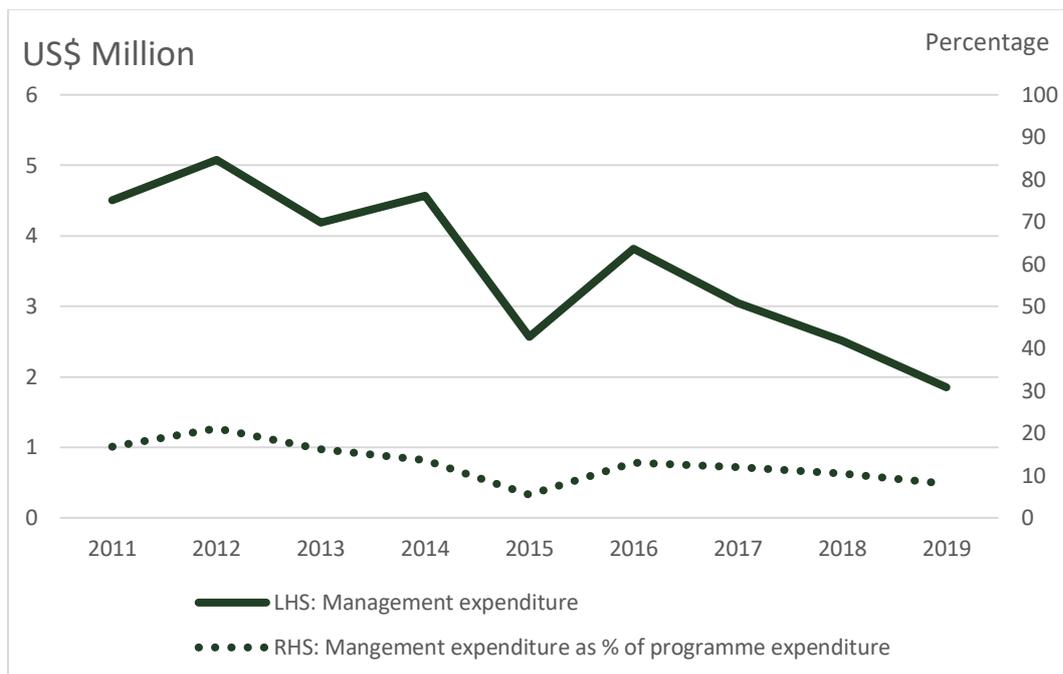
UNDP programme statistics

UNDP Tanzania, core & non-core programme expenditure, 2011-19, current prices (US\$ Million)



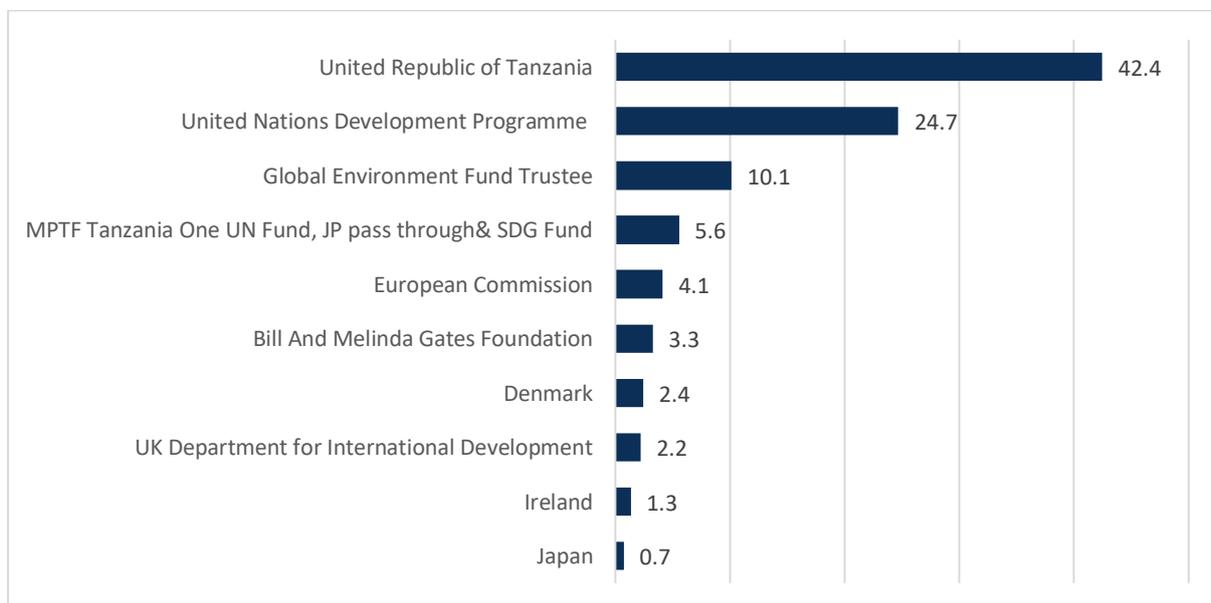
Source: Atlas (2020)

UNDP Tanzania management expenditure, 2011-19, current prices (US\$ Million)



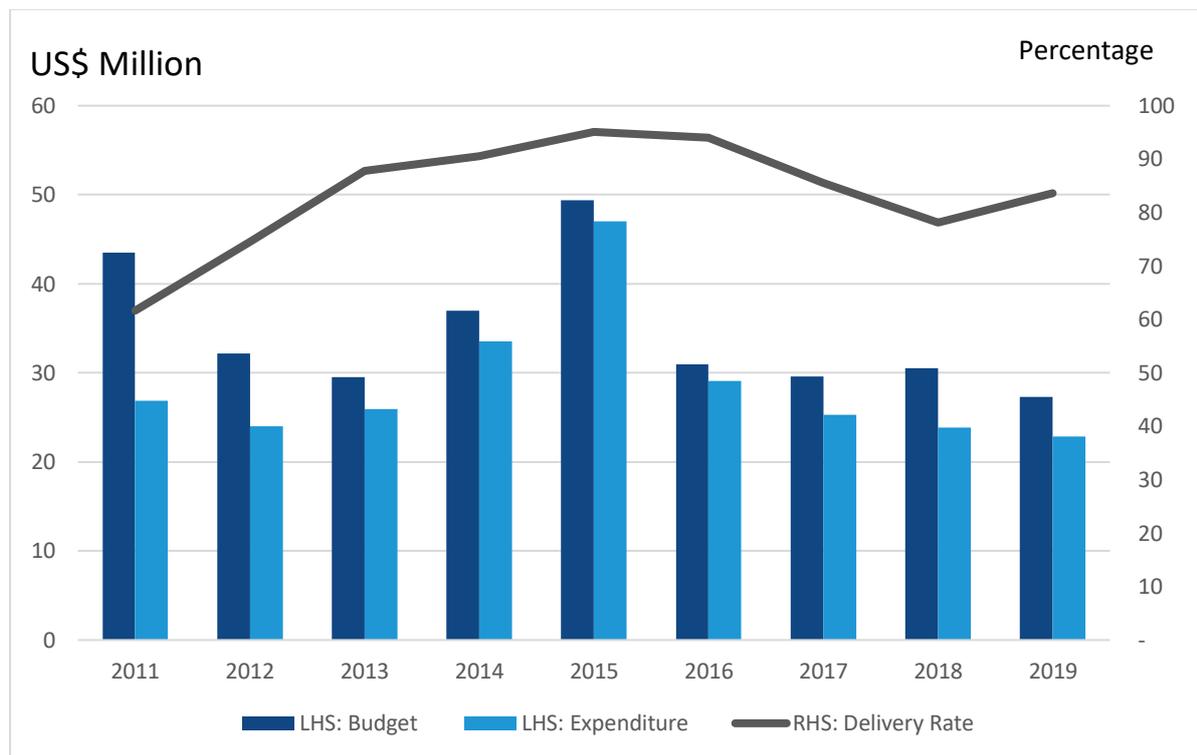
Source: Atlas (2020)

Top 10 donors to UNDP Tanzania, 2016-2019 (US\$ Million)



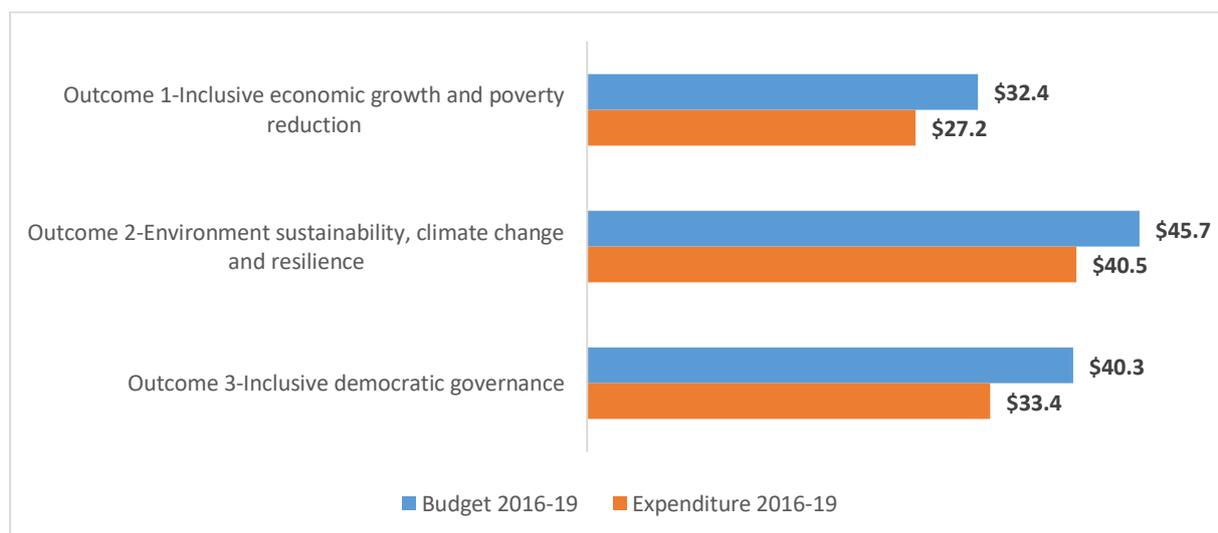
Source: Atlas (2020)

UNDP Tanzania programme delivery rate, 2011-19



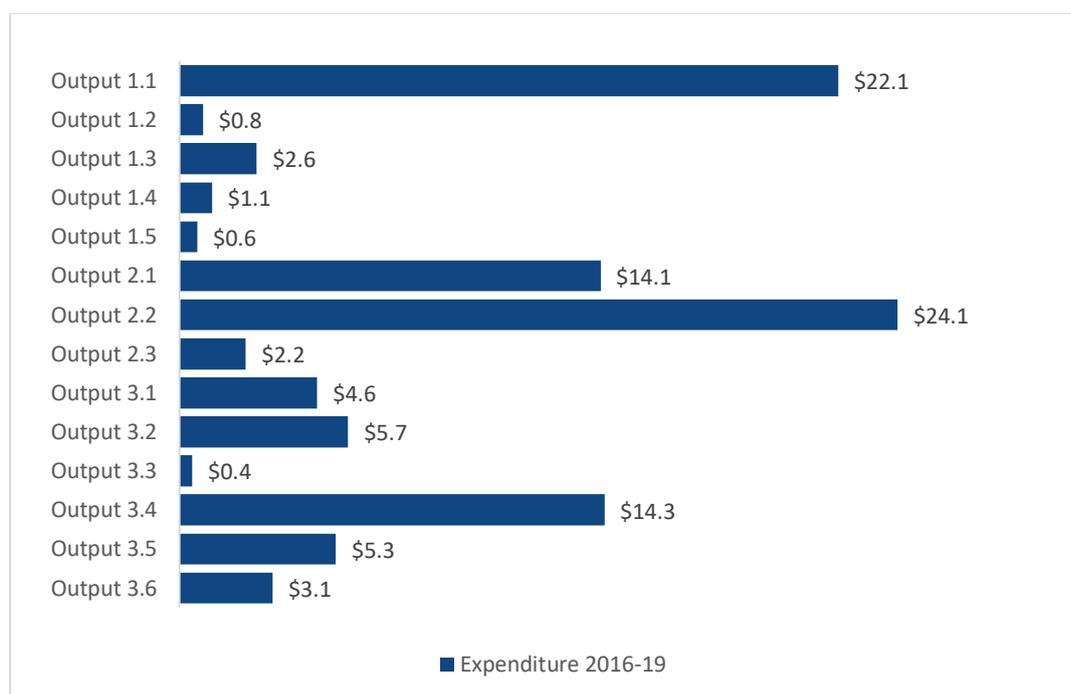
Source: Atlas (2020)

Budget and expenditure by CPD outcomes, 2016-2019 (US\$ Million)



Source: Atlas (2020)

Expenditure by CPD output, 2017-2019 (US\$ Million)



Source: Atlas (2020)

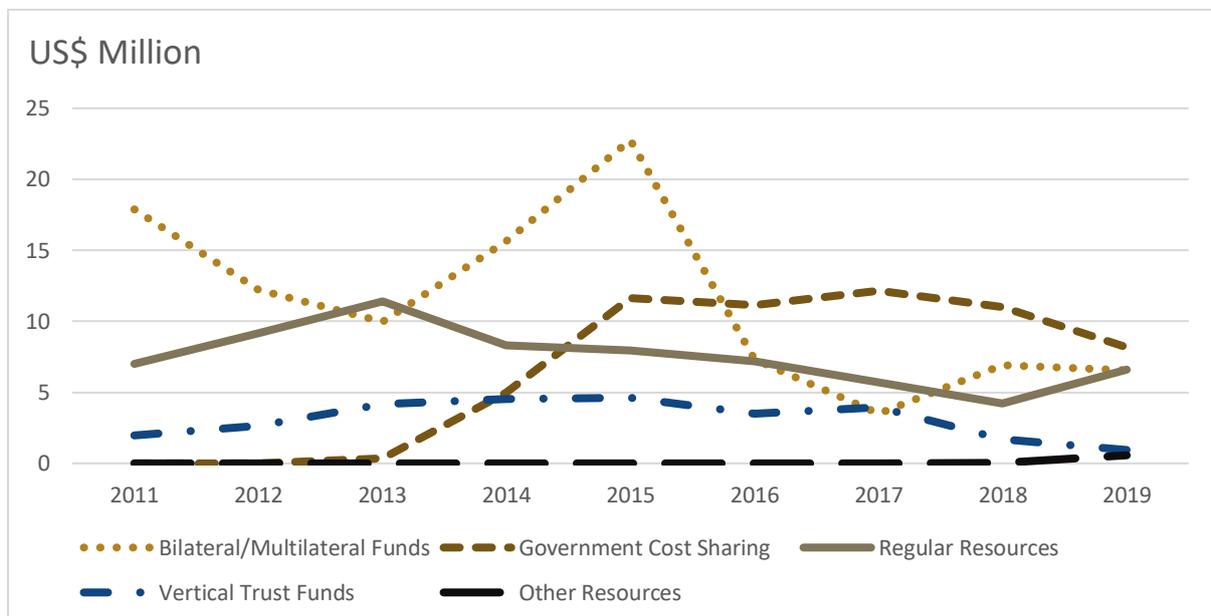
Note: Output 1.1: Select ministries and districts have enhanced capacities to develop implement and monitor gender-responsive environmentally sustainable and inclusive growth policies/plans; Output 1.2: Options enabled and facilitated for inclusive and sustainable social protection; Output 1.3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income; Output 1.4: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data; Output 1.5: Solutions developed at national and subnational levels for sustainable management of natural resources ecosystem services chemicals and waste; Output 2.1: Relevant ministries and districts are able to formulate implement and enforce environmental and natural resources management policies strategies and regulations; Output 2.2: Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access; Output 2.3: Preparedness systems in place to effectively address the consequences of and response to natural hazards; Output 3.1: Parliaments and electoral bodies are enabled to perform core functions for improved transparency accountability and citizen participation; Output 3.2: Citizens have improved access to and are better served by the justice system and human rights reporting; Output 3.3: Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner; Output 3.4: Government has effective mechanisms in place to monitor and report on use of ODA and other sources of global development financing; Output 3.5: Women have enhanced capacities to participate in electoral and decision making processes at all levels.; Output 3.6: National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.

UNDP Tanzania Expenditure by fund source (US\$ million) and year



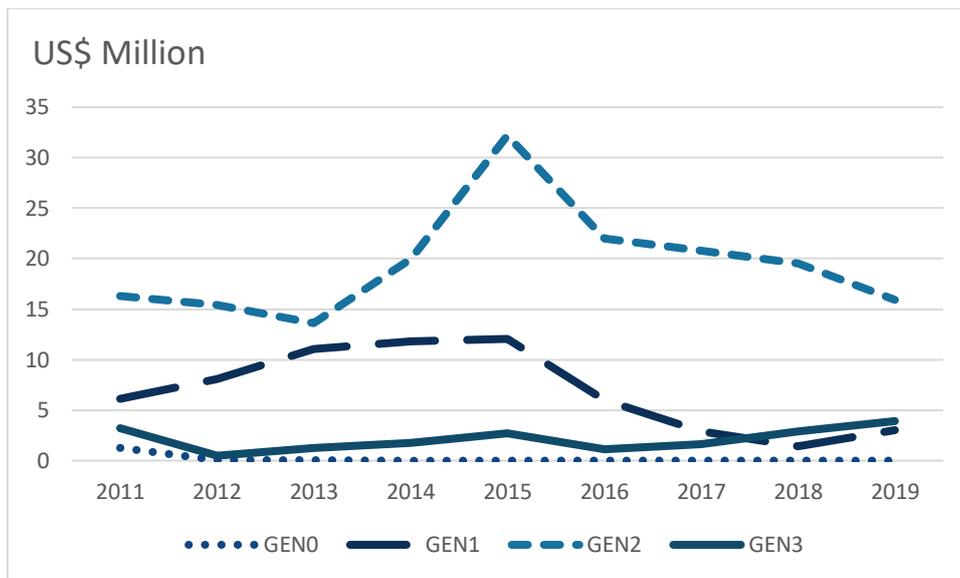
Source: Atlas (2020)

Trend in programme expenditure by fund source and year



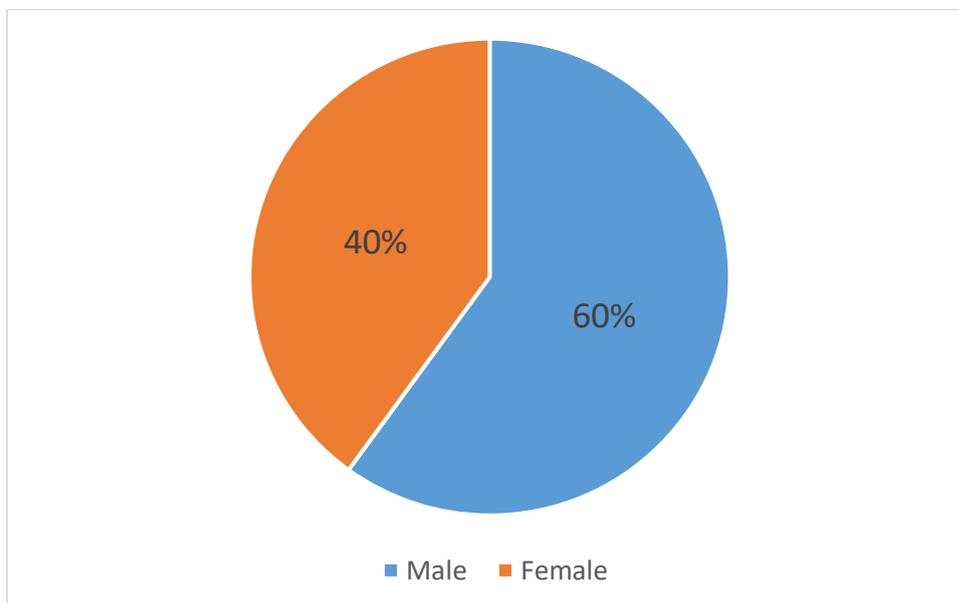
Source: Atlas (2020)

UNDP Tanzania programme expenditure by gender marker, 2011-19



Source: Atlas (2020)

Gender breakdown of staffing



Source: Atlas (2020)

Annex 3. ICPR methodology

As part of its efforts to expand the country programme evaluation coverage, the IEO has introduced a new model of country level assessment, independent country programme review (ICPR).¹⁴⁷ The ICPR is a *rapid, independent validation of the UNDP country office's self-assessed performance of its country programme*. Based primarily on the review of available documentation and evidence provided by the country office (CO), the IEO attempts to address the following two questions:

- *What progress has UNDP made in delivering planned CPD outputs, and how is this contributing to UNDP/ United Nations Sustainable Development Cooperation Framework (UNSDCF) outcomes in the current programme period?*
- *How has UNDP performed in planning, implementation, reporting and evaluation of development results?* The questions are elaborated in a design matrix.

The ICPR augments IEO's traditional in-depth evaluation, independent country programme evaluation (ICPE). In a given year, countries due for an independent assessment will be assessed either through ICPEs or ICPRs with selection of approach based on criteria capturing the *complexity of the country programme, accountability and learning considerations*.¹⁴⁸ Both ICPRs and ICPEs are expected to contribute to UNDP country-level independent assessments, as learning products, informing the new CPD process by CO at the end of a CP cycle.

Methodology

As with ICPEs, ICPRs adhere to the United Nations Evaluation Group Norms and Standards.¹⁴⁹ The key ICPR questions, data sources and analytical approaches are elaborated in a design matrix (presented in this annex).

The ICPR methodology will consist of an *extensive desk review* of self-assessed performance against the agreed CO results framework (the Executive Board approved CPD Results and Resources Framework, or any subsequent, officially revised framework), focused on capturing the CO's contribution to UNSDCF outcomes, and progress towards agreed UNDP-specific outputs and output indicators. The ICPR considers whether there is *evidence* to substantiate performance claims in the form of existing programme and project related documents, including planning, progress and results reports (e.g. CPD, UNSDCF, project documents, project progress reports, AWP, and ROARs), and available evaluation reports. In addition, the ICPR administers a *focused questionnaire* to fully capture self-reported performance; and conduct *interviews* with CO staff and key stakeholders. Stakeholder interviews and meetings are particularly important when the evidence provided in support of self-assessed performance is insufficient. *Country missions* of no more than one week are optional depending on information needs.

Understanding country context: Upon its launch, the ICPR will conduct a thorough analysis of the country context and development priorities, as associated with UNDP existing country programme. A standard set of contextual parameters about the country and UNDP programme (e.g. ODA trends, programme delivery rates, budget/expenditures, planned vs actual resources mobilized, projects' Gender Marker, etc.) will be systematically collected and used in the analysis (see Annex 2).

Gender analysis: The ICPR pays particular attention to validating the *evidence on the country programme's focus on promoting gender equality and women's empowerment, as well as associated*

¹⁴⁷ UNDP, IEO 'Independent Country Programme Review (ICPR): Approach Paper.'

¹⁴⁸ E.g. *programme complexity factors* (e.g. size of country programme, diversity of programme portfolios, presence of peacekeeping/ political missions, conflicts and fragility); *accountability factors* (e.g. size of UNDP regular funds, government cost-sharing contributions, and vertical funds contributions); and *learning factors* (e.g. time since last independent country-level evaluation was conducted by the IEO, relevance as potential case study for planned thematic evaluation, and balance of evaluative coverage between different bureaus and contexts).

¹⁴⁹ <http://www.uneval.org/document/detail/1914>

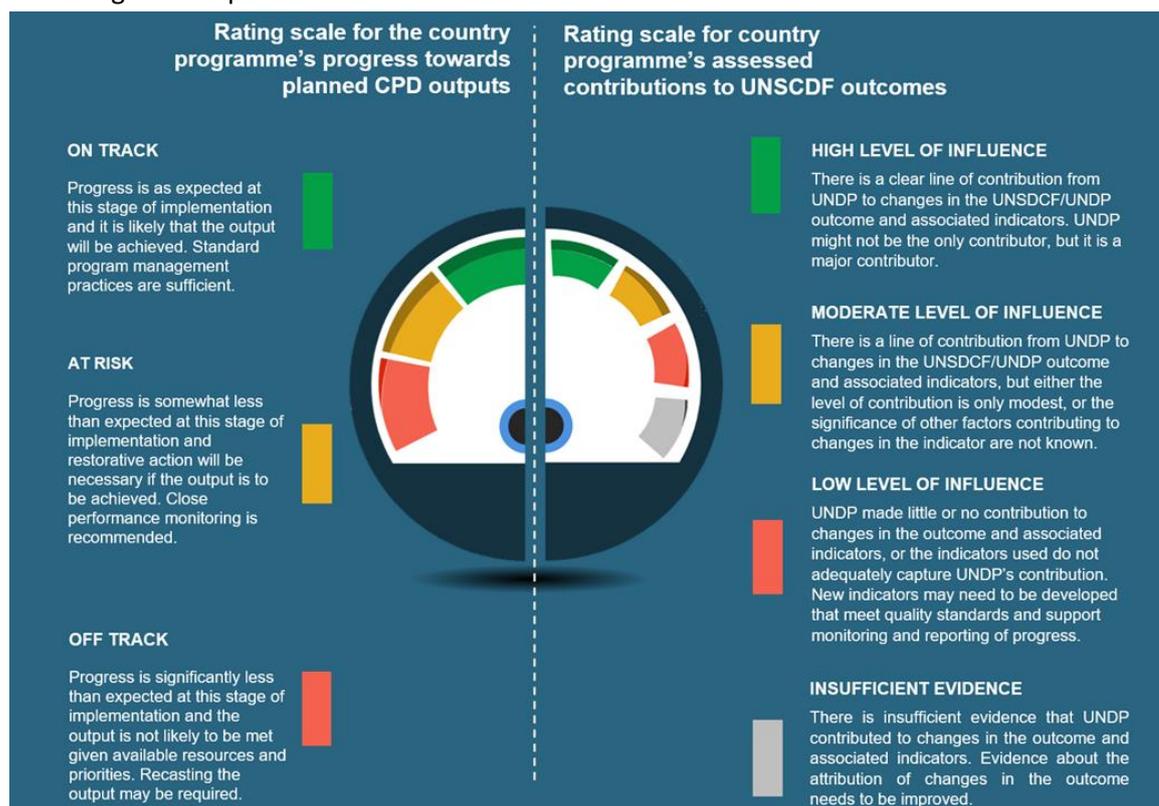
key results. Gender-related questions are incorporated in the data collection methods and tools, such as the ICPR questionnaire and interview protocol, and reporting.

Ratings on programme delivery: The ICPR employs a [rating system](#) on two items:

(1) The *country programme’s progress towards planned CPD outputs* is rated as either the progress is on track, at risk, or off track, defined as follows:

- **On track:** Progress is as expected at this stage of implementation and it is likely that the output will be achieved. Standard program management practices are sufficient.
- **At risk:** Progress is somewhat less than expected at this stage of implementation and restorative action will be necessary if the output is to be achieved. Close performance monitoring is recommended.
- **Off track:** Progress is significantly less than expected at this stage of implementation and the output is not likely to be met given available resources and priorities. Recasting the output may be required.

To determine the appropriate output progress rating, the results chain stemming from supporting interventions will be carefully examined. The rating reflects to the degree to which the associated indicators have been met, as well as how well those indicators capture the significance of UNDP support to an agreed output.



(2) The *country programme’s assessed contribution to UNSCDF outcomes* reflects the level of influence UNDP has had on the expected UNDP/ UNSDCF outcome indicators, defined as follows:

- **High level of influence:** There is a clean line of contribution from UNDP to changes in the outcome and associated indicators. UNDP might not be the only contributor, but it is a major contributor.

- **Moderate level of influence:** There is a line of contribution from UNDP to changes in the outcome and associated indicators, but either the level of contribution is only modest, or the significance of other factors contributing to changes in the indicator are not known.
- **Low level of influence:** UNDP made little or no contribution to changes in the outcome and associated indicators or the indicators used do not adequately capture UNDP contribution. New indicators may need to be developed that meet quality standards and support monitoring and reporting of progress.
- **Insufficient evidence:** there is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the attribution of changes in the outcome needs to be improved.

As with the assessment on progress towards outputs, the ICPR examines the results chains stemming from UNDP CPD outputs and supporting interventions to agreed outcome indicators. The rating reflects the degree to which the targets associated with indicators have been met, as well as how well those indicators capture the significance of UNDP contributions.

Ratings, and the basis for them will be set out in a standardised tabular format, shown in Annex 1.

Ratings are based on the CO's approved CPD Results and Resources Framework. The CO should ensure that it takes the opportunity within the scope of UNDP Programme and Operations Policies and Procedures policy ([B5 Manage Change](#)), to review and if necessary update its results framework to ensure outcome indicators, output descriptions, and output indicators are relevant to the current to the current country context.

If CPD outputs and associated output indicators remain in the results framework but the country programme took no actions to help achieve them, they will be rated as *off track*, even if the lack of action was justified for reasons beyond UNDP control. Similarly, if the CO is using outcome indicators that UNDP has had no significant influence over, or where there is insufficient evidence that UNDP contributed to changes in the indicator, the ICPR will assess UNDP as having a low level of influence on the achievement of the associated UNDP/UNSCDF outcome.

ICPR Design Matrix

Review Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)
RQ 1. What progress has UNDP made towards planned CPD outputs, and how is this contributing to UNSCDF outcomes in the current programming period?	What are the results UNDP expected to contribute towards Cooperation Framework outcomes, and the resources required from UNDP and other financing partners for achieving those results?	<ul style="list-style-type: none"> • UNSDCF & CPD • Indicative Country Office Results and Resources Framework (from CPD) • Current Country Office Results and resources framework (if different from the one included in the CPD) 	<ul style="list-style-type: none"> • Comparison of estimated resource estimates in UNSCDF/CPD in light to delivery over CPD • Analysis of justification for and implications of any changes (if any) country office results and resources framework since approval of the CPD.
	If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?	<ul style="list-style-type: none"> • Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board. • Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred). 	
	What is the evidence of progress towards planned country programme outputs and that results will be sustainable?	<ul style="list-style-type: none"> • Evidence in ICPR questionnaire detailing CO self-assessment of performance and evidence identified. 	Triangulate data collected (e.g. cross-check interview data internal and external sources) to validate or refute statement of achievement or contribution.
	To what extent did the achieved results contribute to achievement of intended outcomes?	<ul style="list-style-type: none"> • Project documents, annual workplans, annual progress reports, audits and evaluations covering the agreed ICPR project list. 	Assessment to consider, validity and reliability of evidence of:

Review Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)
	What results has UNDP achieved in promoting gender equality?	<ul style="list-style-type: none"> • Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence of attribution of related changes to UNDP interventions. • Attribution of expenditure by gender marker • ROAR covering CPD period to date. • Programme level audits, if available. • Interviews with country office staff and/or key stakeholders. • Other, as required. 	<ul style="list-style-type: none"> • linkages between UNDP specific interventions and indicators established to monitor contribution to UNSCDF defined outcome level changes and attribution of change in those indicators to UNDP support; • linkages between UNDP specific interventions and indicators established to monitor progress towards intended outputs, and attribution of change in those indicators to UNDP support; • reported contributions towards gender equality.
RQ2. How has UNDP performed in planning, implementation, reporting and evaluation of development results?	Was the CPD realistic about the expected size and scope of the results that could be delivered with the available resources and resource mobilization opportunities?	<ul style="list-style-type: none"> • UNSDCF & CPD • Indicative Country Office Results and Resources Framework (from CPD) • Current Country Office Results and resources framework (if different from the one included in the CPD) • Explanation for revisions (if any) to country office results and resources framework, and of 	<p>In light of assessment of achievement or contribution, assess and summarise evidence about the:</p> <ul style="list-style-type: none"> • realism of the CPD • adaptation to changes in context • quality of existing results frameworks in light of UNDP programming standards.¹⁵⁰
	Has UNDP actively adapted to changes in the development context since the CPD was approved to maximise the relevance and impact of its work on intended outcomes?		

¹⁵⁰ Outcomes and outputs are defined at an appropriate level, are consistent with the theory of change, and have SMART, results-oriented indicators, with specified baselines and targets, and identified data sources. Gender-responsive, sex-disaggregated indicators are used when appropriate. Relevant indicators from the Strategic Plan's Integrated Results and Resources Framework (IRRF) have been adopted in the programme or project results framework.

Review Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)
	<p>Are the programme's outcomes and outputs and associated indicators at an appropriate level and do they reflect a sound theory of change?</p>	<p>approval of these changes through the monitoring and programme board or Executive Board.</p> <ul style="list-style-type: none"> • Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred). 	
	<p>Are there any specific factors that are in the control of UNDP and have constrained achievement of expected results that need to be factored in when planning the next CPD?</p>	<ul style="list-style-type: none"> • ICPR questionnaire • Staff and stakeholder interviews • Staff and partnership survey data • Human resource data • Programme and project documentation and audit reports (as above) 	<p>Consideration of evidence collected about internal factors that have constrained achievement of expected results and the strength of those factors.</p>
	<p>Has UNDP collected sufficient evidence to account for the work undertaken and results achieved? Has the CO made good use of evaluation to promote accountability and learning?</p>	<ul style="list-style-type: none"> • CO evaluation plan and updates to it. • Evidence identified above. 	<ul style="list-style-type: none"> • In light of assessment of achievement or contribution, assess and summarise evidence about the quality of evidence collected to account for the work undertaken and results achieved? • Assess progress in implementing evaluation plan, and consistency of approach to evaluations with expectations set out in UNDP evaluation policy and guidelines.

Annex 4. List of projects

Project ID	Project title	Start year	End year	Implementation modality	Gender Marker	Total Budget 2016-2019	Total Expenditure 2016-2019
Outcome 1: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment.							
Output 1.1: Select ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies							
00061911	Pro-Poor Economic Growth & Environment Sustainable Dev	2011	2019	DIM	GEN2	\$173,890	\$117,521
00061911	Pro-Poor Economic Growth & Environment Sustainable Dev	2011	2019	NIM	GEN2	\$14,890,441	\$12,879,494
00061942	Capacity Development for Mainstreaming Trade	2011	2019	NIM	GEN1	\$665,869	\$664,414
00068926	Southern Agricultural Corridor Support Project	2012	2018	NIM	GEN1	\$170,000	\$168,519
00092476	Mainstreaming Poverty-Environment-Gender-Climate Change	2018	2022	NIM	GEN2	\$2,326,718	\$1,397,875
					GEN3	\$645,001	\$641,269
00068928	Rapid Response Implementation Support	2012	2021	NIM	GEN1	\$3,518,355	\$3,228,138
00119623	Accelerator Lab-Tanzania	2019	2021	DIM	GEN1	\$260,842	\$98,744
Output 1.2: Options enabled and facilitated for inclusive and sustainable social protection							
00085002	Joint Programme to support Productive Social Safety Nets	2014	2019	NIM	GEN3	\$1,051,918	\$789,213
Output 1.3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income							
00112905	Youths Econ Empowerment; through Connecting Dots VC Ecos	2018	2019	DIM	GEN2	\$734,030	\$676,066
00117721	Connecting Youth with Sustain Agri .	2019	2020	DIM	GEN1	\$1,299,544	\$651,920
00103503	UN Joint Programme for Kigoma	2017	2021	NIM	GEN1	\$687,758	\$346,466
					GEN3	\$1,000,484	\$576,336
Output1.4: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data							

00086982	Strengthening African Engagement in Global Development	2015	2019	DIM	GEN1	\$633,674	\$628,566
00086982	Strengthening African Engagement in Global Development	2015	2019	DIM	GEN1	\$12,500	\$5,400
00061990	Mainstreaming Environment & Climate Change in Dev plans	2011	2019	NIM	GEN1	\$750,793	\$562,722
00106358	The Biodiversity Finance Initiative (BIOFIN) Phase II	2019	2021	DIM	GEN2	\$196,560	\$3,958
Outcome 1 Total						\$32,192,644	\$26,249,138
Outcome 2: Improved environment, natural resources, climate change governance, energy access and disaster risk management.							
Output 2.1: Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations							
00060996	Strengthening protected areas in southern Tanzania	2011	2018	NIM	GEN1	\$2,126,413	\$1,899,486
00061743	Mainstream Sustainable Forest Management In the Miombo	2011	2019	NIM	GEN2	\$1,522,720	\$1,499,873
00081390	Combating Wildlife Crime	2014	2017	NIM	GEN1	\$444,981	\$438,653
00083123	Enhancing the Forest Nature Reserves Network	2014	2020	NIM	GEN2	\$5,355,003	\$4,829,357
00086631	Securing Watershed services - Ruvu & Zigi catchments	2015	2020	NIM	GEN2	\$4,829,636	\$4,534,200
00087082	Reducing UPOPs and Mercury Releases from Health Sector	2015	2020	NIM	GEN1	\$629,057	\$591,872
00089902	Combating Poaching and illegal wildlife trade	2015	2017	NIM	GEN1	\$150,296	\$149,239
00092475	Safeguarding Zanzibar's Forest and Coastal Habitats	2018	2019	DIM	GEN2	\$152,421	\$95,826
Output 2.2: Select districts and communities have their capacities strengthened in climate change governance and sustainable energy							
00064765	Strengthening Environment & Climate Change - Zanzibar	2012	2018	NIM	GEN1	\$227,224	\$207,391
00094386	Zanzibar Climate Change Program	2018	2021	NIM	GEN2	\$250,000	\$88,137
00112252	Bringing Clean Energy and Water to Off-grid Tanzania	2018	2020	DIM	GEN2	\$1,127,034	\$786,889
00061988	Capacity for energy sector & extractives	2011	2019	NIM	GEN2	\$19,667,121	\$17,446,973
00068935	Climate Change Adaptation support through SGP	2012	2018	NIM	GEN2	\$723,078	\$674,893
00094384	Sustainable Energy for All	2017	2021	NIM	GEN2	\$5,393,503	\$4,879,975
Output 2.3: Preparedness systems in place to effectively address the consequences of and response to natural hazards							

00074211	Climate Information & Early Warning Systems in Tanzania	2014	2019	NIM	GEN2	\$1,705,482	\$1,534,894
00102185	Support to Early Recovery after Kagera earthquake	2017	2019	DIM	GEN2	\$1,335,655	\$150,556
Outcome 2 Total						\$45,639,624	\$39,808,214
Outcome 3: National governance is more effective, transparent, accountable and inclusive							
Output 3.1: Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation							
00060696	Legislature Support Project	2011	2017	NIM	GEN2	\$72,450	\$65,213
00060696	Legislature Support Project	2011	2017	NIM	GEN2	\$1,374,696	\$1,357,310
00095419	Legislative Support Project II	2017	2021	NIM	GEN2	\$1,148,511	\$966,803
00095419	Legislative Support Project II	2017	2021	NIM	GEN2	\$4,373,535	\$3,793,379
					GEN3	\$296,749	\$188,444
00068932	Democratic Empowerment Project	2012	2018	DIM	GEN1	\$940,243	\$728,925
					GEN2	\$2,589,890	\$2,219,531
					GEN3	\$269,083	\$256,790
Output3. 2: Citizens have improved access to and are better served by the justice system and human rights reporting							
00061957	Institutional support-National Human Rights Action Plan	2011	2019	NIM	GEN2	\$154,775	\$149,598
00102787	Preventing Violent Extremism in Tanzania	2017	2020	DIM	GEN3	\$734,354	\$577,898
		2017	2020	DIM	GEN3	\$3,021,970	\$2,395,586
00061944	Legal Sector Reform Zanzibar	2011	2018	NIM	GEN1	\$1,588,145	\$994,830
00092477	Cross-border conflict prevention	2018	2019	DIM	GEN2	\$158,306	\$141,729
00095421	Access to Justice and Human Rights Protection	2017	2021	NIM	GEN3	\$3,701,275	\$3,416,988
00112226	Promoting Legal Empowerment and Access to Justice	2018	2021	NIM	GEN1	\$497,000	\$556,961
Output 3.3: Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner							
00062051	Support Anti-corruption initiatives in Tanzania	2011	2017	NIM	GEN2	\$6,357	\$3,866
00092478	Consolidation of a UN Global Compact Local Network	2017	2020	DIM	GEN2	\$585,756	\$428,798

Output 3.4: Government has effective mechanisms in place to monitor and report on use of ODA and other sources of global development financing							
00061905	Capacity Building for Natl HIV Response	2011	2019	NIM	GEN2	\$444,210	\$342,723
00062050	Capacity for Reform Management - Zanzibar	2012	2017	NIM	GEN1	\$494,123	\$484,356
00061947	Capacity Development for Results Management	2011	2019	NIM	GEN2	\$2,725,193	\$2,378,370
00083963	Tanzania One UN Center	2015	2019	NIM	GEN2	\$1,714,020	\$41,493
00095415	Enhancing capacity for dvp results and effectiveness	2017	2021	NIM	GEN2	\$14,862,582	\$11,624,707
00102469	Capacity building for SDG Coordination Z/bar	2018	2021	NIM	GEN1	\$44,548	\$21,710
00110575	Implementation of SDGs	2018	2021	DIM	GEN2	\$449,075	\$434,147
					GEN2	\$365,950	\$344,114
00061971	Development Partners Group Secretariat	2011	2018	DIM	GEN1	\$665,582	\$615,171
00061972	Aid Effectiveness and Aid Management	2011	2017	NIM	GEN1	\$3,359	\$4,013
Outcome 3 Total						\$40,107,469	\$31,720,933
Grand Total						\$117,939,736	\$97,778,285

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