TERMINAL EVALUATION OF UNDP TANZANIA GOVERNANCE OUTCOME

Evaluation Team:

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EVALUATION INFORMATION DETAILS

PROJECT INFORMATION	
Project title	**Legislative Support Project (LSP) II**
Atlas ID	**00099425**
Corporate outcome and output	**Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems.** **Output 1: Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation.**
Country	**Tanzania**
Region	**East Africa**
Date project document signed	**06 February 2017**

Project dates	**Start**	**Planned end**
	01 January 2017	**31 March or 30 June 2022 ???**

Total committed budget	**USD 6,825,689**
Project expenditure at the time of evaluation	**USD 6,465,153** **(94.72%)**
Funding source	**UNDP TRAC, One UN-Fund, Ireland, FCDO and Denmark**
Implementing party	**National Assembly of Tanzania**

PROJECT INFORMATION	
Project title	**Strengthening Access to Justice and Human Rights Protection**
Atlas ID	00099427
Corporate outcome and output	**Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems.** **Output 2: Citizens have improved access to and are better served by the justice system and human rights reporting.**
Country	**Tanzania**
Region	**East Africa**
Date project document signed	**19 June 2017**

Project dates	**Start**	**Planned end**
	15 July 2017	**31 December 2021**

Total committed budget	**USD 5,510,933**
Project expenditure at the time of evaluation	**USD 5,406,941** **(98.11%)**
Funding source	**UNDP TRAC, One-UN Fund, Government Cost-Sharing, Denmark, FCDO**
Implementing party	**Ministry of Constitutional and Legal Affairs**

PROJECT INFORMATION	
Project title	**Promoting Legal Empowerment and Access to Justice Programme (LEAP)**
Atlas ID	00110834
Corporate outcome and output	**Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems.** **Output 2: Citizens have improved access to and are better served by the justice system and human rights reporting.**
Country	**Tanzania**
Region	**East Africa**

Date project document signed	11 March 2019

	Start	Planned end
Project dates	01 January 2019	30 June 2022

Total committed budget	USD 1,399,508
Project expenditure at the time of evaluation	USD 1,272,692 (90.94%)
Funding source	UNDP TRAC, One-UN Fund, Ireland
Implementing party	President's Office Constitutional Legal Affairs, Public Service and Good Governance (Zanzibar)

PROJECT INFORMATION	
Project title	Enhancing Capacity for Development Results and Effectiveness
Atlas ID	99419
Corporate outcome and output	Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems. Output 4: Government has effective mechanisms in place to monitor and report on use of ODA and other sources of global development financing.
Country	Tanzania
Region	East Africa
Date project document signed	09 December 2017

	Start	Planned end
Project dates	01 June 2017	30 June 2022

Total committed budget	USD 31,689,313
Project expenditure at the time of evaluation	USD 28,453,631.86 (89.79%)
Funding source	UNDP TRAC Fund, One-UN Fund, UNDP COVID-19 Funds, UNICEF, UNAIDS, Government of Tanzania, USAID, FCDO, SDC, Norway, Denmark, Ireland
Implementing party	Ministry of Finance and Planning

PROJECT INFORMATION	
Project title	Capacity Building for SDGs and MKUZA III Coordination and Reporting
Atlas ID	00102469
Corporate outcome and output	Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems. Output 4: Government has effective mechanisms in place to monitor and report on use of ODA and other sources of global development financing.
Country	Tanzania
Region	East Africa
Date project document signed	03 December 2018

	Start	Planned end
Project dates	01 September 2018	31 December 2021

Total committed budget	USD 1,086,058
Project expenditure at the time of evaluation	USD 1,076,669 (99.14%)
Funding source	UNDP TRAC Fund, One-UN Fund

Implementing party	Zanzibar Planning Commission

PROJECT INFORMATION	
Project title	**Preventing and Responding to Violent Extremism in Tanzania**
Atlas ID	**00104705**
Corporate outcome and output	**Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems.** **Output 6: National capacities strengthened to reduce**
Country	**Tanzania**
Region	**East Africa**
Date project document signed	**30 May 2017**

Project dates	Start	Planned end
	21 March 2017	

Total committed budget	**USD 5,533,877**
Project expenditure at the time of evaluation	**USD 5,475,771** **(98.95%)**
Funding source	**UNDP TRAC Fund, One-UN Fund, Sweden, Japan, Switzerland, Netherlands, United Kingdom, United States of America**
Implementing party	**Ministry of Home Affairs**

EVALUATION INFORMATION		
Terminal Evaluation of UNDP Tanzania Inclusive Democratic Governance Outcome	**Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems**	
Terminal Evaluation		
Period under evaluation	Start	End
	01 January 2017	**31 December 2021**
Evaluators	**Yves DEL MONACO**	**Dr. John KIHAMBA**
Evaluators email addresses	**yves_monaco@hotmail.com**	**Kihamba67@yahoo.com**
Evaluation dates	Start	Completion
	27 September 2021	**5 November 2021**

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LIST OF ACRONYMS AND ABBREVIATIONS

AGC	Attorney General's Chambers
AMP	Aid Management Platform
APNAC	African Parliamentarians Network against Corruption
CDE	Enhancing Capacity for Development Results and Effectiveness
CHRAGG	Commission for Human Rights and Good Governance
CMS	Case Management System
CPD	Country Programme Document
CSOs	Civil Society Organisations
DANIDA	Denmark's Development Cooperation Agency
DCF	Development Cooperation Framework
DP	Development Partner
DPP	Director of Public Prosecution
FCDO	Foreign, Commonwealth & Development Office
FGDs	Focus Group Discussions
FYDP	Five-Year Development Plan
LEAP	Promoting Legal Empowerment and Access to Justice Programme
LDAs	Local Government Authorities
LSP	Legislative Support Project
M&E	Monitoring & Evaluation
MDAs	Ministries, Departments and Agencies
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
MKUZA	Mkakati wa Kukuza Uchumi Zanzibar (Zanzibar Strategy for Growth and Poverty Reduction)
MoCLA	Ministry of Constitutional and Legal Affairs
MoFP	Ministry of Finance and Planning
MoHA	Ministry of Home Affairs
MoU	Memorandum of Understanding
MP	Member of Parliament
MTE	Mid-Term Evaluation
NA	National Assembly
NIM	National Implementation Modality
OCGS	Office of the Chief Government Statistician
ODA	Official Development Assistance

OECD/DAC	Organisation for Economic Cooperation and Development's Development Assistance Committee
PCCB	Prevention and Combating of Corruption Bureau
POCLAPSGG	President's Office Constitutional Legal Affairs, Public Service and Good Governance (Zanzibar)
PVE	Preventing Violent Extremism
RBM	Results Based Management
RGoZ	Revolutionary Government of Zanzibar
SDC	Switzerland's Development Cooperation Agency
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
TOC	Theory of Change
ToT	Training of Trainers
TWPG	Tanzania Women Parliamentary Group
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UPR	Universal Periodic Review
URT	United Republic of Tanzania
USAID	U.S. Agency for International Development
WFP	World Food Programme

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

UNDP Tanzania supports the Government of the United Republic of Tanzania to improve its inclusive and democratic governance with a particular focus on institutional capacity building for both state and non-state actors. Applying a human rights-based and people-centred approach to governance programming, the UNDP Inclusive Democratic Governance pillar works with the Government of Tanzania to contribute to effective, transparent, accountable and inclusive governance. UNDP's interventions under this pillar are targeted at supporting the achievement of the UNDAP outcome *National Governance is effective, transparent, accountable and inclusive.* They are also aligned with Tanzania's second Five-Year Development Plan (FYDP II 2016–2021), the Revolutionary Government of Zanzibar's MKUZA Successor Strategy 2016–2021, Tanzania Development Vision 2025 and Zanzibar Vision 2020.

KEY FINDINGS

Relevance

The CPD Inclusive Democratic Governance outcome was found to be both internally coherent and relevant to Tanzania's development needs and priorities as it addressed the critical governance challenges articulated in Tanzania's development strategies. The six projects under the outcome all contributed to FYDP II and MKUZA III's areas of intervention.

The areas of intervention of FYDP II that were particularly relevant to the CPD Governance outcome included "ensuring that systems and structures of governance uphold the rule of law and are democratic, effective accountable, predictable, transparent, inclusive and corruption-free", "improving public service delivery to all, especially the poor and vulnerable, including access to justice" and "promoting and protecting human rights for all, particularly for poor, women, men, children, and vulnerable groups". The areas of intervention of MKUZA III that were particularly relevant to the CPD Governance outcome included "Governance systems and structures are gender responsive, accountable, capable, credible, transparent and corruption free", "attainment of gender equality and equity" and "increased access to justice, respect for the rule of law, adherence to basic human rights and greater participation in the democratic process".

The CPD was also found to be consistent with human developments needs and to contribute to Sustainable Development Goals 5, 10, 16 and 17.

In terms of comparative advantage, UNDP was considered by a majority of stakeholders as a trusted partner of the Government of Tanzania, able to broker a constructive relationship between the Government and Development Partners (DPs).

The Evaluators found that the methods of delivery were appropriately chosen for the interventions under the CPD as they had been informed by institutional capacity needs assessments. One of the key delivery methods was the technical support given to the Government in developing relevant frameworks and systems (in particular, policies, strategies and action plans). The CPD also supported a high level of knowledge and expertise retention by training the implementing staff to become trainers within their institutions. The successful integration of UNDP interventions in existing structures resulted in strong ownership of the programme by the Government and effective participation and contribution from stakeholders. However, while the majority of stakeholders considered the needs assessment to have been inclusive and participatory, some CSOs would have liked to have seen a more participatory approach to the design of UNDP projects, ensuring in particular the involvement of disadvantaged and vulnerable people. CSOs and DPs also expressed the view that UNDP should take advantage of the recent opening of civic space in Tanzania to focus on promoting human rights alongside democratic governance in its next programme.

Effectiveness

The Evaluators found that UNDP was able to significantly contribute to its CPD outcomes and outputs. Some activities had to be downsized due to funds not being made available as DPs were awaiting further progress in the adoption of government policies. COVID-19 also had an impact on delivery although the programme reacted promptly and found alternative ways of conducting activities. However, as already indicated in the Mid-Term Evaluation, there was a disconnect between the CPD Inclusive Democratic Governance outcome, outputs and indicators and the outcomes, outputs and indicators of the projects that contributed to the outcome. Moreover, it was not always possible to verify whether the CPD quantitative targets had been met because of limited capacity and restrictive laws concerning the collection of statistics in Tanzania.

The CPD made good progress in terms of setting up structures and systems, improving the legal framework and building Government capacity as regards leveraging global development financing, monitoring and reporting on national development strategies and SDGs, enhancing citizens' access to justice and preventing and responding to the risk of violent extremism. It also continued to develop the capacity of the National Assembly in terms of greater transparency, accountability and citizen participation.

Perhaps the best practice was having the Government lead on all the processes. In this respect, the National Implementation Modality (NIM) significantly contributed to the Government's sense of ownership and financial accountability.

In general, CSOs interviewed by the Evaluators expressed the view that UNDP should work more closely with them in future and have a stronger presence at the grassroot level. There was also a consensus that UNDP should look at the possibility of a greater private sector's contribution to its future programmes (as the Government also intends to do as per its new and third Five-Year National Development Plan 2021/22-2025/26).

The main shortcoming in terms of effectiveness was the belated start of most of the projects and the late disbursement of funds throughout the implementation period, which forced projects to prioritise activities or to fit in activities within a shorter period of time.

Efficiency

All projects under the Inclusive Democratic Governance pillar were rated efficient and cost-effective (barring the delays in disbursement of funds) by a majority of respondents. Project expenditure was anchored in clear and approved work plans and budget. Established management structures were established to oversee how project resources were utilised. Changes in the work plans and budget lines were discussed, agreed upon and adopted through quarterly reporting and other management meetings. The CPD deployed a variety of resources mobilisation, including using the One UN Fund, fund-raising with DPs and marshalling local resources. These strategies were successful in most cases but a few projects could not release the full mobilisation of resources because of various political constraints (e.g., non-adoption of the National Strategy on Preventing and Responding to Violent Extremism, decreased inclusiveness of the National Assembly after the 2020 General Elections, etc.).

Sustainability

The CPD has great potential for programme and results sustainability. Most of its interventions have had a high level of integration within the national structures and through strong participatory planning and implementation, have had strong buy-in and national ownership. The National Implementation Modality has also attracted government support and financing, which will contribute to result sustainability.

Tanzania's new and third National Development Plan (FYDP III 2021/22–2025/26) acknowledges good governance as a basis for the direction of national development and identifies as key areas of interventions "promoting effective and efficient justice delivery systems; enhancing democracy, political and social tolerance; promoting peace, security and political stability; promoting community participation in development processes with special provisions for youth, women and Persons with Disabilities (PWDs); improving public and private sectors service delivery processes; and improving Service Delivery Process through e-government". The CPD programme 2015/16-2020/21 can be said to have laid the groundwork for the realisation of many of these objectives.

Having laid the groundwork, that is, having supported the development of important frameworks and systems to enhance inclusive democratic governance in Tanzania, sustainability will now depend on the application of these frameworks and systems in the years to come. Thanks to its global experience in development management, UNDP is well placed to provide the Government with the expertise and tools that will be needed for this purpose.

Recommendations

In its next programme, UNDP should take advantage of the recent opening of civic space in Tanzania to focus on improving human rights and democratic governance. It should seek to influence the Government in complying with international human rights conventions, including treaty body reporting obligations and follow-up, and facilitating dialogue between Government and civil society on laws that are considered restrictive and non-participatory. Based on the Leaving No-One Behind principle, UNDP should ensure that disadvantaged and marginalised people, including women, youths, persons with disabilities and persons living with HIV/AIDS are involved and targeted in all its governance interventions. In tandem with the Government, UNDP should also increase its engagement with non-state actors such as CSOs and the private sector, a view widely shared by stakeholders and endorsed in the country's third Five-Year National Development Plan 2021/22-2025/26.

The Evaluators also believe that communication with implementing partners and other stakeholders should be enhanced in future in order to address challenges undermining implementation of the programme. UNDP should ensure that key staff from implementing partners are inducted on modalities of financial procedures and planning modalities in order to avoid delays in approving workplans and the disbursement of funds. Following induction, there should be regular engagement by UNDP with implementing partners to support them in areas where they may have challenges.

Finally, the new programme should contain outcome and output indicators that are realistic and verifiable. There should also be clear and explicit synergies between CPD outputs and indicators on the one hand and project outputs and indicators on the other.

1. INTRODUCTION

This report presents the Terminal Evaluation findings under the Inclusive Democratic Governance outcome "*Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance*". It analyses the contribution of the various projects that have been implemented to support the achievement of this outcome. This independent evaluation was commissioned by UNDP Tanzania Country Office and undertaken by Yves Del Monaco (International Consultant) and Dr. John Kihamba (National Consultant) between October and November 2021.

The UNDP evaluation policy provides for both Mid-Term and Terminal Evaluations of all its supported programmes in order to assess progress on how UNDP-funded interventions contribute to the achievement of the outcomes derived from its strategic documents. Such evaluations clarify underlying factors affecting development, identify unintended consequences (positive and negative), generate lessons learned and recommend actions to improve the performance of current and future programmes.[1]

1.1 Development Context

UNDP Tanzania supports the Government of the United Republic of Tanzania to improve its inclusive and democratic governance with a particular focus on institutional capacity building for both state and non-state actors. Applying a human rights-based and people-centred approach to governance programming, the UNDP Inclusive Democratic Governance pillar works with the Government of Tanzania to contribute to effective, transparent, accountable and inclusive governance.

The UNDP Country Programme Document (CPD) 2016-2021 was elaborated to respond to Tanzania's development challenges. It was based on a theory of change which held that improving economic frameworks, diversifying the economy and strengthening capacities of institutions, enterprises and individuals would minimize economic exclusion and marginalization and make available opportunities for decent and productive employment for target groups. The CPD further argued that with accountable and transparent governance serving as a binding thread for inclusive economic growth and sustainable environment management, the establishment of mechanisms for checks and balances would enhance the rule of law, accountability and the voice and participation of citizens in both economic and political decisions.[2]

The CPD comprised of three pillars: pillar I, which focused on inclusive economic growth and poverty reduction; pillar II, which addressed issues around environment, sustainability, climate change and resilience: and pillar III, which supported inclusive democratic governance.

Pillar III (Inclusive Democratic Governance) envisaged a number of interventions in order to respond to Tanzania's development challenges, These included supporting capacity development for the National Assembly; supporting the Government's efforts to combat corruption by building capacities of specific sectors; helping to improve human rights reporting and access to justice and supporting legal reform in order to benefit women, youth and people with disabilities; supporting the Ministry of Finance's efforts to mobilise domestic resources and leverage alternative sources of development financing to monitor the SDGs. To achieve these initiatives, UNDP would draw on international expertise and partnerships to bring best practices and innovations that could develop the capacities of institutions and citizens; and engage civil society in targeting poor and

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[1] Mid-Term Evaluation of the Inclusive Democratic Governance Pillar (MTE), January 2019.
[2] CPD 2016-2021.

marginalised people, women and youth to strengthen their voices and participation in democratic institutions and processes.[3]

The work of CPD pillar III was derived from the UN Development Assistance Plan for Tanzania II (UNDAP II) 2016-2021 and aligned with the Government's Second National Five-Year Development Plan II 2016/17-2020/21 and the Revolutionary Government of Zanzibar's MKUZA Successor Strategy 2016-2021. The pillar was also in line with the principal objectives set out in the Tanzania Development Vision 2025 and Zanzibar Vision 2020, which include peace, stability, unity and good governance.

Inclusive Democratic Governance Outcome

The strategic outcome for Inclusive Democratic Governance was that "*citizen expectations for voice, development, the rule of law and accountability should be met by stronger systems of democratic governance*". The specific outputs under this outcome were as follows:

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[3] CPD 2016-2021.

OUTPUTS UNDER INCLUSIVE DEMOCRATIC GOVERNANCE PILLAR	SUPPORTING PROJECTS
Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation	Legislative Support Project II
Citizens have improved access to and are better served by the justice system and human rights reporting	Strengthening Access to Justice and Human Rights Protection
	Legal Empowerment and Access to Justice in Zanzibar
Government has effective mechanisms in place to monitor and report on the use of ODA and other sources of global development financing	Enhancing Capacity for Development Results and Effectiveness
	Capacity Building for SDGs and MKUZA III Coordination and Reporting in Zanzibar
Women have enhanced capacities to participate in electoral and decision-making processes at all levels	There is no specific project under this output as this is a cross-cutting output
Countries and regions are able to reduce the likelihood of conflict arising from violent extremism	Preventing and Responding to Violent Extremism in Tanzania

1.2 Scope and Objectives of the Terminal Evaluation

As the Inclusive Democratic Governance pillar is coming to an end, a terminal evaluation is needed to capture results. UNDP considers evaluations to be essential to ensure that the organisation remains accountable, transparent and learns from its programme implementation.

This Terminal Evaluation has been conducted, specifically, to:

➢ Serve as an important accountability function, providing stakeholders and partners with an impartial assessment of the results of UNDP Inclusive Democratic Governance.
➢ Assess the relevance and strategic positioning of UNDP support to Tanzania on Inclusive Democratic Governance.
➢ Highlight any strategic added value and distinctive UNDP contribution to Inclusive Democratic Governance in Tanzania.
➢ Assess progress made towards achieving Inclusive Democratic Governance through specific projects, advisory services and partnerships, and including contributing factors and constraints.
➢ Assess the frameworks and strategies that UNDP has devised for its support in Inclusive Democratic Governance, including partnership strategies, and whether they are well-conceived for achieving planned objectives.
➢ Assess progress to date under the outcome and what can be derived in terms of lessons learned and actionable recommendations for future UNDP Inclusive Democratic Governance support to the country.
➢ Assess the extent to which the planned outputs have been achieved, at what cost and whether they are sustainable.
➢ Comment on factors that have facilitated and/or hindered progress towards achieving the outcome, both in terms of the external environment (political developments in Tanzania, changes in the way the public administration operates, the COVID-19 pandemic, etc.) and internal environment (i.e., weaknesses in design, management, resource mobilisation and human resources).
➢ Derive lessons learned, best practices and areas of improvement for the remaining project activities and for future UNDP Inclusive Democratic Governance support to the country.

The evaluation serves an important accountability function, providing stakeholders and partners with an assessment of the Inclusive Democratic Governance pillar during the years 2016 to 2021 in terms of the relevance, effectiveness, efficiency and sustainability of its programmatic interventions, and thus sets the stage for future initiatives.

1.3 Methodology

The Terminal Outcome Evaluation has taken a Theory of Change (TOC) approach to determine causal links between the interventions that UNDP has supported through this programmatic pillar and progress in inclusive democratic governance at national and local levels in Tanzania.

The Evaluators have adopted a participatory and iterative evaluation approach, involving the Governance pillar and the focal point for the evaluation throughout the design and implementation of the evaluation phases.

The Evaluators have applied a mixed method approach combining quantitative and qualitative data collection and analysis.

For document research and Key Informant Interviews (KIIs), the evaluation used purposive sampling, i.e., based on an informed judgment by the Evaluators after initial briefing by UNDP and

preliminary desk research. Sources were selected for their ability to contribute relevant and representative data to answer the evaluation questions.

The desk review consisted in (1) identifying the required information; (2) securing the relevant documents; and (3) extracting summarised data for subsequent analysis. The list of documents that have been reviewed is found in Annex 1.

Following the desk review (drawing on secondary data), primary data was collected among Key Informants, including public officials, the United Nations, civil society organisations (CSOs), Development Partners (DPs) and subject experts.

KIIs with UNDP managers and technical staff, DPs and one UN agency were conducted virtually, using the Zoom platform. In Dodoma and Zanzibar, where most MDAs are located, KIIs and Focus Group Discussions (FGDs) were conducted face-to-face. The Evaluators also conducted either face-to-face or telephone interviews with CSOs in Dar Es Salaam and Zanzibar. Call-backs to specific stakeholders were made to obtain clarification. The full list of KIIs is found in Annex 2.

In-depth interviews made use of the Interview Guide while an FGD Guide was adopted for FGDs (see Annex 4).

Triangulation techniques have been used in order to ensure that evaluation findings are substantiated by robust evidence, thus contributing to evaluation quality. Triangulation techniques have consisted in confirming/corroborating key findings via different quantitative and/or qualitative sources.

The overall execution of the Terminal Evaluation of Inclusive Democratic Governance outcome has followed the UNDP Evaluation Guidelines 2021 and UNDP Guidance on Outcome-Level Evaluation. As part of the quality assurance procedures, the Evaluators prepared and submitted an Inception Report to UNDP for review and comments. This was important for building consensus on the Terminal Evaluation approach.

In keeping with UNDP Guidelines, the Evaluators have endorsed findings of the Mid-Term Evaluation of the Inclusive Democratic Governance pillar from January 2019 and make reference to these when relevant to their own findings.

1.3.1 Limitations of the terminal evaluation
Contrary to what was envisaged in the CPD, no project was developed in support of anti-corruption. Moreover, while the Evaluators tried, they were unable to meet with the Preventing and Combatting of Corruption Bureau. They were not, therefore, in a position to assess to what extent the National Anti-Corruption Strategy and Action Plan Phase III (NACSAP III) and its equivalent in Zanzibar were being implemented.

1.4 Deliverables
As requested in the TOR, the Evaluators prepared an Evaluation Inception Report and a Draft Evaluation Report.

The Inception Report sought to clarify the Evaluators' understanding of the ToR; it contained the specific timing for evaluation activities and deliverables, and the list of UNDP staff, partners, stakeholders and beneficiaries to be interviewed, including in Dodoma and Zanzibar, where the Evaluators met with government officials. Protocols for different stakeholders were developed.

The Draft Evaluation Report was submitted for review and comments to UNDP and other relevant stakeholders.

The Final Evaluation Report being submitted contains the comments received from UNDP and relevant stakeholders after submission of the Draft Report. An audit trail has also been prepared indicating whether and how each comment received has been addressed in the Final Report.

2. FINDINGS AND CONCLUSIONS

Findings are discussed under four major themes namely: **relevance, effectiveness, efficiency, and sustainability**. The analysis addresses both the programme performance as well as influencing factors such as the enabling environment provided by the Government of the United Republic of Tanzania. In addition, the following areas were also subject to analysis: UNDP programming capacity and competence, integration of key UNDP programming principles including cross cutting issues, partnerships; and attribution of results. The results presented under each of these themes form the basis of the conclusion, lessons learned, and recommendations presented in section 3 of this report.

2.1. Relevance

Under the theme of relevance, the Terminal Evaluation assessed the extent to which UNDP support to inclusive democratic governance was a reflection of UNDP's role in the development context of Tanzania; whether the intended outputs and outcomes were consistent with the human development needs of the country and the intended beneficiaries; and how the programme outcomes were aligned to the 2030 Global Agenda. The evaluation further assessed whether the programme delivery methods were appropriate to the Tanzanian development context.

Overall, the Evaluators found that the CPD Inclusive Democratic Governance outcome, as well as the projects intended to achieve the outcome, were relevant to the development needs and priorities of the country as they addressed the critical governance challenges articulated in the Tanzania Development Vision 2025, the FYDP II and MKUZA III. The project for Preventing and Responding to Violent Extremism did not explicitly derive from Tanzania's development strategies (although Tanzania's Vision 2025 speaks of "deepening of democracy, participation and ensuring peace, individual security… and general social stability") but was a forward-looking initiative to support lasting peace in Tanzania which turned out to be well accepted by both government and civil society in the country.

2.1.1 UNDP's comparative advantage

UNDP, as part of the UN system, has a universal mandate for advancing human welfare. This mandate gives it a unique advantage as it allows UNDP to access high level leaders and initiate high level dialogue. In the words of one Development Partner, UNDP is a trusted partner of the Government of Tanzania and thus can be used by UN agencies and DPs as an entry point to the Government to promote good governance and the rule of law.[4]

UNDP has had an integrator role for SDGs (both within UN and government systems) and has a long history of initiating dialogue with the Government of Tanzania and DPs on development agendas. It was in the forefront of the Tanzania Development Vision 2025, Zanzibar Vision 2020, FYDP II and MKUZA III. More recently, it has contributed substantially to the third National Five-Year Development Plan 2021/22–2025/26 and to the Zanzibar Development Vision 2050.

UNDP also has the ability to convene stakeholders together and mobilise resources from different partners. In Tanzania, UNDP has helped to create an enabling environment for specialised institutions to engage with and support the Government and this has notably led to the formulation and adoption of a Development Cooperation Framework (DCF) by both DPs and the Government

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[4] KII: Development partner.

through the Ministry of Finance and Planning. Similarly, the National Implementation Modality (NIM) used by the project for Enhancing Capacity for Development Results and Effectiveness enabled other UN agencies such as UNICEF to channel capacity development assistance to the Government, in particular towards the formulation of the country's third National Five-Year Development Plan. Some DPs have already channelled resources to the Government through UNDP, using the NIM modality, and more have expressed interest to channel resources in future.[5]

Another advantage of UNDP is its modus operandi, i.e., the way it works with the Government, which empowers and gives it a mandate to take the leadership in programme formulation and implementation.

According to DPs interviewed by the Evaluators, UNDP has been influential in policy debates and dialogues, especially on access to justice, sexual and gender-based violence (SGBV), transparency and accountability, regardless of the challenges posed by the political environment of the past five years. UNDP's influence is demonstrated by some of the successes registered by the Inclusive Democratic Governance pillar, including but not limited to, a Gender Strategy in the National Assembly and more effective bill scrutiny and oversight of budget expenditure by that institution; the adoption of the DCF between Government and DPs; SDG coordination, localisation and reporting; the Legal Aid Act N°1 (2017), Legal Aid Policy (2018), Zanzibar Legal Aid N°13 (2018) and subsequent roll-out of legal aid through the country; and the prioritisation of prosecution of SGBV crimes in Zanzibar.

2.1.2 Programme design and alignment to key development strategies
The rationale for the CPD design was based on UNDAP II's assessment that the performance of core institutions needed to be strengthened, civic participation in policy formulation and public access to information enhanced, decision-making based on robust evidence established, compliance with commitments to international human rights norms and standards facilitated and access to a more responsive justice system improved.[6]

The Evaluators found that the CPD Inclusive Democratic Governance outcome, which reads "*Citizen expectations for voice development, the rule of law and accountability are met by stronger systems of democracy*", was aligned with the strategic directions for addressing development challenges of the Government of the United Republic of Tanzania and the Revolutionary Government of Zanzibar.

The strategic policy directions for addressing development challenges in Tanzania are derived from the FYDP II and MKUZA III.

FYDP II prioritises reforms that ensure effective institutional organization and coordination to ensure timely and quality public services delivery; eradicate corruption and ensure good leadership, governance, accountability and transparency. It focuses on five areas of intervention, including three with which the CPD has aligned itself:

(I)   Ensuring systems and structures of governance to uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels;

(II)   Improving public service delivery to all, especially the poor and vulnerable, including access to justice;

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[5] Key Informant Interview (KII): UNDP Development Manager Specialist.
[6] UNDAP II, 2016-2021

<ol type="I" start="3">
Promoting and protecting human rights for all, particularly for poor women, men and children, the vulnerable groups;

The CPD is also aligned with the key results areas for improvement of governance from MKUZA III (Zanzibar). The key results areas are as follows:

<ol type="I">
Governance systems and structures are gender responsive, accountable, capable, credible, transparent and corruption free;
Attainment of gender equality and equity;
Increased access to justice, respect for the rule of law, adherence to basic human rights and greater participation in the democratic process;
Responsible corporate governance ensured;
Mobilised resources for implementation.

UNDP addressed these key areas of FYDP II and MKUZA III as follows:

Rule of law and access to justice

The project for Strengthened Access to Justice and Human Rights Protection was designed to address the prevailing problem of limited access to responsive and accountable justice and human rights protection mechanisms in Tanzania.

The project for Promoting Legal Empowerment and Access to Justice Programme was designed to pursue strategic initiatives to enhance access to justice, the rule of law and the application of human rights by strengthening the ability of the justice institutions in Zanzibar to provide effective and accountable justice services and in empowering the public to understand and manage their legal issues through increased service provision and public knowledge sharing and engagement.

Enhanced democracy and governance systems

The Legislative Support Project (LSP II) was meant to build up on the work conducted between 2011 and 2015, under LSP I. The objective of LSP II was to make the National Assembly more effective, transparent and inclusive in fulfilling its constitutional mandate and operating in accordance with international good practices for democratically functioning parliaments.

Capacities to plan, monitor, evaluate and report on implementation and financing of development

The project for Enhancing Capacity for Development Results and Effectiveness (CDE) was designed to address the gaps apparent in the capacities of government institutions to respond to the development challenges facing the country. It sought to address the challenge of inadequate capacity at the national and sub-national levels to plan, monitor, evaluate and report on the implementation and financing of the national, regional and global development agenda (i.e., the Africa Agenda 2063, the East Africa Development Vision 2050, the Istanbul Plan of Action 2011-2020, the 2030 Agenda for Sustainable Development and the Paris Climate Agreement).

The project for Capacity Building for SDGs and MKUZA III Coordination and Reporting aimed at enhancing institutional capacities to facilitate coordination, monitoring and reporting of SDGs and MKUZA III in Zanzibar, including enabling the Revolutionary Government of Zanzibar (RGoZ) to respond to the increasing demand of quality, reliable, timely, sufficiently disaggregated, relevant and easy to use data.

Peace and security

The project for Preventing and Responding to Violent Extremism in Tanzania is aligned with Tanzania's Vision 2025, which includes reforms to facilitate government effectiveness through ensuring equal access to timely justice for all people; deepening of democracy and participation and ensuring peace, individual security and safety of property and general social stability.

2.1.3 Consistency with human development needs

The Terminal Evaluation found that the interventions designed by UNDP were consistent with the identified human development needs of Tanzania as stated in the country's various development strategies. Thus, the Evaluators found that it was consistent with human development needs to build the capacity of the National Assembly towards receiving contributions from civil society and engaging with the public through social media as these actions empower people to have a voice and demand accountability from leaders and public servants. It was also appropriate to support the Government of Tanzania to seek to leverage adequate resources beyond traditional aid modalities in order to provide better service delivery in response to human needs. The development finance assessment conducted by UNDP greatly contributed to the formulation and content of Tanzania's third National Five-Year Development Plan 2021/22-2025/26, particularly as regards ideas, recommendations and ways to facilitate mobilising necessary resources and channelling them to the country's priority areas and SDGs.[7] In the justice sector, the programme sought to make justice more accessible through the provision of legal aid and public knowledge sharing and engagement; strengthen policies and coordination to eliminate SGBV; and support cooperation between state and non-state actors in promoting and protecting human rights. The PVE project also provided livelihood training to approximately 600 'at risk' youths and an additional 1500 benefited from livelihood opportunities. All these interventions were consistent with human development needs.

2.1.4 Results and progress towards the 2030 Agenda

The Inclusive Democratic Governance outcome was aligned with the SDGs, in particular with:

Goal 5: Achieve gender equality and empower all women and girls.

Goal 10: Reduce inequality within and among countries.

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.[8]

Gender equality and empowerment (SDG Goal 5) cross-cut all projects within the Inclusive Democratic Governance outcome. All activities ensured, to the extent possible, an equal participation of women and men and there a was special focus on empowering women MPs in the National Assembly.

The CPD, as a whole, worked towards the inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status; the elimination of discriminatory laws, policies and practices and the promotion of appropriate legislation, policies and action in regard to ensuring equal opportunity and reducing inequalities of outcome (Goal 10).

Two projects were specifically dedicated to legal empowerment, access to justice and the protection of human rights in accordance with SDG Goal 16. The objective of the project for Preventing and

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[7] Tanzania Development Finance Assessment Report, UNDP, 2021; FYDP III, Chapter 3 (Promoting Private Sector and Non-State Actors' Participation in Economic Development.
[8] The 2030 Agenda for Sustainable Development.

Responding to Violent Extremism was to avoid violent extremism and promote peaceful co-existence within and among communities, an objective which underlies SDG Goal 16.

Through relaunching dialogue between the Government and DPs (and supporting the adoption of a Development Cooperation Framework) and through spearheading a new approach to global financing, the CDE project can be credited with having strengthened the means of implementation and revitalised the Global Partnership for Sustainable Development (Goal 17).

2.1.5 Methods of delivery

The Evaluators found that the methods of delivery were appropriately chosen for the interventions under the CPD. The interventions were informed by institutional capacity needs assessments, ensuring that appropriate strategies would be employed during implementation to achieve the results.

The Evaluators identified two main methods of delivery in the UNDP Inclusive Democratic Governance pillar. The first one was the support given to government authorities in developing frameworks and systems, in particular policies, strategies and action plans. For example, during the programme period, UNDP assisted government authorities in developing:

- Tanzania's third National Five-Year Development Plan 2021/22-2025/26
- Zanzibar Development Vision 2050
- Zanzibar Medium-Term Development Strategy (still under formulation)
- National Strategy and Action Plan on Preventing and Responding to Violent Extremism,
- National Assembly Gender Strategy
- National Strategy for the Development of Statistics and National Statistics Policy (Zanzibar)
- Zanzibar Monitoring & Evaluation Policy
- National Prosecution Service Five-Year Strategic Plan (2019-2023)
- Office of the Registrar for Legal Aid Five-Year Implementation Plan (2018-2021)
- Attorney General's Chamber Five Year-Strategic Plan (Zanzibar)
- Commission of Human Rights and Good Governance Five-Year Strategic Plan (2018/19-2022/23)
- Development Cooperation Framework
- National SDG Coordination Framework
- Human Development Reports
- Annual SDG Implementation Reports / Voluntary National Reviews
- Development Finance Assessment Report (2021)
- Manuals, toolkits and guidelines for the NA.[9]

(*The list is not exhaustive. Only the most important documents have been mentioned*.)

Additionally, UNDP supported the development of resource materials and supplied beneficiary institutions with ICT equipment, software programmes, statistical equipment for OCGS (Office of the Chief Government Statistician in Zanzibar), the operationalisation of the Case Management System (CMS) in the justice sector in Zanzibar, and the Integrated Library Management System and Electronic Management System in the NA.

The second method of delivery could be described as the capacity building provided by UNDP, primarily to state actors (as the projects' main implementing partner) but also to non-state actors.

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[9] Bill Scrutiny Guidelines, Budget Analysis Manual, Public Hearings Guidelines, Field Visit Guidelines, Youth Parliament Toolkit, Private Member's Bill Guidelines, Private Member's Motion Guidelines, CSO Engagement Guidelines and Gender Mainstreaming Handbook.

Over the past five years, UNDP learning methods shifted from formal classroom learning methods to peer-to-peer learning, networking and mentorship.[10] UNDP also brought on board national academics, local authority officials and civil society activists to ensure that the training benefited from the most knowledgeable and experienced trainers. Another of UNDP's assets was its ability to draw on international expertise and partnerships to bring best practices and innovations. To respond to the challenges posed by COVID-19, for example, the PVE project introduced tele-mentorship so as to be able to continue engaging with projects' stakeholders at a time that face-to-face meetings could not take place.

UNDP has also supported a high level of knowledge and expertise retention by training the implementing partners' staff to become trainers within their institutions (ToT).

All stakeholders interviewed by the Evaluators were positive about the methods of delivery used by UNDP. The only caveat was the occasional late disbursement of funds by UNDP, which forced projects to prioritise activities or to fit in activities within a shorter period of time.

2.1.6 Identified gaps

As identified in the Mid-Term Evaluation, there was a disconnect between the CPD Inclusive Democratic Governance outcome, outputs and indicators and the outcomes, outputs and indicators of the projects that contributed to the outcome.[11] Moreover, it was not always possible to verify if the quantitative targets had been met because of limited capacity and restrictive laws concerning the collection of statistics in Tanzania.[12]

The persons and organisations interviewed by the Evaluators had different views as to whether the design of the UNDP projects had been participatory and inclusive. The majority of interviewees praised the fact that several rounds of discussions had taken place in order to design the project in which they were to be stakeholders. Conversely, some civil society representatives said that they would have liked to have seen a more participatory approach to the design of UNDP projects, ensuring in particular the involvement of disadvantaged and vulnerable people, in accordance with the Leave No One Behind Principle 2 of the 2030 Agenda for Sustainable Development.[13]

2.2 Effectiveness

Under Effectiveness, the Evaluators assessed, inter alia, what level of progress had been made towards the outcome, whether the outputs had been achieved and had contributed to the outcome; whether UNDP support had contributed towards an improvement in the country's capacity, including institutional strengthening; and whether UNDP had worked effectively with other international partners. The Evaluators also examined whether UNDP had utilised innovative techniques and best practices.

The Evaluators found that the programme was able to significantly contribute to its outcome and outputs. Some activities had to be downsized due to funds not being made available as DPs were awaiting further progress in the adoption of government policies.[14] COVID-19 also had an impact

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[10] Mid-Term Evaluation of the Inclusive Democratic Governance Pillar (MTE).

[11] Ibid.

[12] For example, outcome indicator such as "% 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".

[13] KIIs: CSO representatives.

[14] In the PVE project, for example, donors were waiting for the adoption of the National Strategy and Action Plan to provide additional funding.

on delivery although the programme reacted promptly and found alternatives ways of conducting activities.

The programme made particularly good progress in terms of setting up structures and systems, improving the legal framework and building government capacity with regard to leveraging global development financing, monitoring and reporting on national development strategies and SDGs, enhancing citizens' access to justice, and preventing and responding to the risk of violent extremism discourse in communities, especially among youths. It also continued to develop the capacity of the NA in terms of greater transparency, accountability and citizen participation.

Finally, the successful integration of programme interventions in existing government structures resulted in strong ownership of the programme by the Government of Tanzania and effective participation and contribution from other stakeholders.

2.2.1 Best practices
Perhaps the best practice of the programme was having the Government lead on all the processes. In this respect, the National Implementation Modality (NIM) was a significant contributor to the Government of Tanzania's sense of ownership and financial accountability.

Another best practice mentioned by stakeholders interviewed by the Evaluators was the UNDP's ability to bring together and coordinate different actors, whether in the justice sector, where UNDP coordinated the work of government entities and CSOs, or in terms of facilitating and improving relations between the Ministry of Finance and Planning and DPs.

In Zanzibar, the project engaged with civil society so as to enable its members to understand that they, too, have a role and a responsibility in monitoring and reporting on development strategies and objectives (SDGs and MKUZA III).[15] A civil society umbrella organisation has established SDG platforms in Zanzibar's every district, enabling civil society to provide inputs to LGAs' annual plans. UNDP's interventions have thus contributed to reinforcing the partnership between government institutions and civil society.[16]

The CPD spearheaded the use of new technologies by the NA to reach out to the public (e.g., Bunge mobile app, Parliament YouTube, Twitter, Facebook, Instagram). To conduct performance assessment, the LSP II project used Survey Monkey (an online survey development cloud-based software) instead of the traditional way for MPs to go around to their constituencies.[17] The programme also helped the Commission of Human Rights and Good Governance (CHRAGG) to keep up with technological and sociological changes, assisting it to set up internet platforms, use social media (Facebook, Twitter, etc.) and open new regional branches to reach out to more people.[18]

Tele-mentorship was an innovative technique used in the programme. When COVID-19 struck and made it impossible to have face-to-face meetings, the projects came up with tele-mentorship in order to continue mentoring the project's beneficiaries. It was the case, for example, with the mentoring of youths in the PVE project, an activity intended to give them hope for the future, provide them with useful skills and keep them away from violent extremism.[19]

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[15] KII: Programme and Operation Management Specialist, UNDP Zanzibar.
[16] KII: Executive Director, Association of Non-Governmental Organizations of Zanzibar.
[17] KII: M&E Specialist, LSP II
[18] KII: Project Focal Person, Commission on Human Rights and Good Governance.
[19] KII: Technical Specialist, PVE, UNDP.

2.2.2 Unintended effects

The success of the project for Enhancing Capacity for Development Results and Effectiveness (CDE) led other UN agencies to come on board. Because of the way they operate, other UN agencies can only do direct implementation; they cannot provide resources to the government. Last year, UNICEF and the WFP channelled resources to the CDE project to support the development of Tanzania's third National Five-Year Development Plan. Thus, the project is now seen as a major platform to channel capacity development assistance to government from agencies. In fact, this year, DPs, too, have expressed an interest to channel resources through the CDE project.[20]

COVID-19 had the unintended effect of forcing the projects to come up with alternative modes of communication and engagement with partners. One such mode was tele-mentorship, as explained above. During the pandemic, UNDP was also reported to be at the forefront to help business continuity, helping the Government with licences, laptops and the use of virtual platforms.[21]

2.2.3. Relations with partners

Overall, government stakeholders and DPs interviewed by the Evaluators were very positive about the role and work of UNDP. Government stakeholders saw UNDP as a trusted partner while DPs saw it as a key facilitator in relations between themselves and the Government, and an innovator in terms of development thinking and working methods. In the words of a DP, "We can use the trust that the Government has in UNDP to influence the Government".[22]

In general, CSOs interviewed by the Evaluators expressed the opinion that UNDP should work more closely with them in future and have a stronger presence at the grassroot level. Incidentally, the view that CSOs should be more involved in future UNDP programmes was also shared by some of the government officials interviewed, particularly as regards access to justice. There was also a consensus that both UNDP and the Government of Tanzania should look at the possibility of a greater private sector's contribution in their future programmes. Tanzania's third National Five-Year Development Plan endorses this view.[23]

2.2.4 Extent of achievement of output activities

OUTPUT 1	INDICATORS	BASELINE	TARGET	ACHIEVEMENT LEVEL
Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation	Indicator 1.1 Number of CSOs and research institutions consulted by the National Assembly.	10	75	The target was met. In 2020, for example, no less than 231 CSOs interacted with NA committees.
	Indicator 1.2 Percentage of women of voting age who are registered to vote.	Not determined	Not determined	As the data is not available, achievement of this output cannot be determined.

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[20] KII: UNDP Development Manager Specialist.
[21] Ibid.
[22] KII: Development partner.
[23] In its proposed interventions, the third National Five-Year Development Plan (FYDP III) "takes into consideration the critical role of the private sector and non-state actors, including… attending to the needs of the implementing private sector players and non-state actors" (FYDIP III, p. 50) and "sets out a framework for private-public partnerships with a view to negotiating and finding common solutions and building mutual trust" (p.48).

Output 1: Through the **Legislative Support Project II** (LSP II), UNDP has continued to develop the capacity of the National Assembly (NA) in terms of greater transparency, accountability and citizen participation.

In particular, it has supported the NA to develop guidelines and toolkits in relation to legislative scrutiny, public hearings, field visits and engagement with civil society. This has resulted in increased strength of oversight committees to monitor government expenditure and put forward substantive recommendations for implementation.[24]

The NA has also used LSP II support to forge a strategic partnership with CSOs that has enabled the parliamentary committees' access to evidence-based inputs on various bills tabled in parliament. This, in turn, has led to enhanced quality and content of the recommendations emerging from the Budget Committees.[25]

With a view to ensuring horizontal accountability, LSP II also supported dialogues between the NA and the Executive, as a result of which the submission of comprehensive government reports in a timely manner now stands at 70% as compared to 30% in 2018.

Finally, there has been an increased engagement of the NA with the public, in particular through social media. There is now a YouTube channel (with 8,500 subscribers) on the NA and a Bunge mobile app. As of June 2021, the NA netizens engagement performance stood as follows: Twitter 333,000; Facebook 55,131; Instagram 47,400.

According to the stakeholders interviewed, the project's single major achievement is to have enabled the NA to have a Gender Strategy. This has led to significant improvements in gender mainstreaming and gender specific analysis of bills by parliamentary committees.[26]

According to DPs, the main weakness of the project was the tendency to limit reporting to technical issues and not address the political dimension underpinning the work of the NA.[27]

Following the 2020 general elections, 92% of MPs are from the ruling party. There is thus a concern that the substance of discussions may be diluted and focus more on party interest than on the country's interest. Another concern is that 65% of MPs are new MPs who were only elected in 2020 and have, therefore, not fully benefited from the project's five-year engagement.

For the future, UNDP should come up with a strong rationale for continuing to support the legislature given the current lack of inclusiveness of the NA. Such a rationale could be based on putting the focus on areas less influenced by party politics, such as gender equality and women's empowerment (*i.e., increasing the capacity of the NA to effectively scrutinise legislation and monitor government performance in a participatory and gender responsive manner; enhancing the capacity of the NA to engage stakeholders in a gender equitable manner; gender equality is mainstreamed in all functions of the NA; etc*.).

OUTPUT 2	INDICATORS	BASELINE	TARGET	ACHIEVEMENT LEVEL

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[24] For example, watchdog committees used the knowledge and skills gained from project support to examine the General Audit Report on Expenditures of the Central Government for the 2017/2018 Financial Year, and make evidence-based recommendations to the NA (LSP II, Annual Report, January-December 2020).
[25] KII: M&E Specialist, LSP II.
[26] KII: Development partners.
[27] Ibid.

Citizens have improved access to and are better served by the justice system and human rights reporting	Indicator 2.1 Number of women in 28 targeted districts bringing their cases to the formal justice system.	Not determined	Not determined	As the data is not available, achievement of this output cannot be determined.
	Indicator 2.2 Number of unresolved cases in lower courts.	63,773	10,000	As the data is not available, achievement of this output cannot be determined.
	Indicator 2.3 % of reports submitted on time to UPR, treaty bodies and special procedures.	30%	70%	The target was not met as the Government did not submit any report to UN treaty bodies or special procedures during the time of the UNDP programmatic pillar. However, the Government submitted its report to the UPR on 17 August 2021. The report was submitted on time and contained a commitment to submit overdue treaty body reports by the end of 2021. The overdue treaty body reports include the International Convention on the Rights of Persons with Disabilities, the International Convention on the Rights of the Child and the International Convention on the Elimination of All Forms of Discrimination against Women.

Output 2: There were two projects under this output: (1) **Strengthening Access to Justice and Human Rights Protection**; and (2) **Promoting Legal Empowerment and Access to Justice**. The first project covered the whole country while the second focused on Zanzibar.

Both projects have enhanced citizens' access to justice and contributed to human rights protection. First and foremost, they advocated and provided capacity support towards the adoption of legal aid legislation and the roll-out of legal aid in the Mainland and in Zanzibar, including training and coordination of Legal Aid Providers and legal literacy activities. As of June 2021, 1.4 million people had benefited from legal aid services throughout the country.

In Zanzibar, the project supported the prioritisation of SGBV crimes and the establishment of Special Courts for this purpose. This, combined with public outreach activities, has resulted in an increase in the number of reported SGBV cases which, in turn, has led to an increase in the number

of cases being prosecuted.[28] The project also supported the development of the Attorney General Chamber's new Five-Year Development Plan which addresses some of Zanzibar's new development challenges, such as the impact of globalisation (including issues related to oil and gas, and the blue economy) and financial and cybercrimes.

In addition to legal aid legislation, UNDP supported the drafting and adoption of the Plea-Bargaining Rules Agreement, which introduced plea bargaining in Tanzania for the first time and will help to move cases through the criminal justice system faster. It supported the National Prosecution Services in supervising places of detention and the setting up of the National Criminal Justice Forum.

With regard to human rights protection, UNDP has contributed to developing the capacity of the Commission for Human Rights and Good Governance (CHRAGG), enabling it to open more regional branches, revitalise and expand its collaboration with CSOs and strengthen its functional capacity and visibility in Zanzibar. CHRAGG was also supported to create and activate social media platforms, which resulted in the Commission reaching out to an estimated 45% of the total population of 55 million in Tanzania during 2020. This nation-wide public outreach has given rise to an increase in the number of complainants visiting the Commission to access its services, which is now at a rate of 30 to 70 per month with new complaints increasing from 20 to 50 per month.[29] In future, support to CHRAGG should be calibrated to strengthen its capacity in new areas (e.g., business and human rights, the right to a healthy and sustainable environment, etc.).

The view of implementing partners is that UNDP can play a key role in future in terms of coordinating the various actors in the justice sector (including CSOs, professional organisations and DPs).[30] UNDP should also continue assisting in the reform of criminal justice and the roll-out of legal aid services to the whole country, in particular to rural areas.

OUTPUT 3	INDICATORS	BASELINE	TARGET	ACHIEVEMENT LEVEL
Key public institutions are enabled to address corruption and implement procurement needs in a transparent manner.	Indicator 3.1 Number of institutions implementing strategies and action plans to end corruption.	4	10	As the Evaluators were unable to meet with the Prevention and Combating of Corruption Bureau (PCCB) and as no project to address corruption had yet been elaborated at the time of the Terminal Evaluation, achievement of this output could not be assessed.

It is worth mentioning, however, that in November 2021, the PCCB and UNDP launched a joint anti-corruption initiative project to address challenges of corruption in the health sector. |

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[28] KII: Head of Research, DPP, Zanzibar.
[29] Access to Justice & HR Protection Project, Annual Report January – December 2020.
[30] KII: MoCLA.

Output 3: UNDP did not develop anti-corruption project, contrary to what was envisaged at the time of the CPD. This notwithstanding, some limited initiatives to support combating corruption in Tanzania took place in the context of the UNDP project to support the NA. One such initiative was the training and support to NA watchdog committees - such as the Public Accounts Committee, Local Authorities Account Committee and Public Investments Committee - for improved oversight of the public finance management system.

LSP II also supported the NA's engagement with the African Parliamentarians Against Corruption (APNAC). For instance, in 2017, the project provided assistance to the African Parliamentarians against Corruption (APNAC) to organise training for and with the administration and Local Government Committees on issues related to institutionalising, implementing and devolution of NACSAP III at the local government level. In 2019, LSP II facilitated a session on the status of the implementation of the United Nations Convention Against Corruption (UNCAC) in Tanzania with a view to raising MPs' awareness of Tanzania's obligations under UNCAC and to improving the legislative and institutional mechanisms against graft.

In November 2021, the PCCB and UNDP launched a joint anti-corruption initiative project to address challenges of corruption in the health sector. The project is designed to equip the PCCB with relevant capacities and tools on data analytics for assessing corruption and fraud risks and to enhance the agency's ability to extract meaningful data through analysis, tools and various techniques.

OUTPUT 4	INDICATORS	BASELINE	TARGET	ACHIEVEMENT LEVEL
Government has effective mechanisms in place to monitor and report on the use of ODA and other sources of global development financing.	Indicator 4.1 % of MDAS able to use the Aid Management Platform to manage ODA.	50%	90%	This output has been partially achieved. The AMP has now been replaced by the home-grown D-Fund Management Information Systems (with UNDP support). By and large, there has been a significant increase in the use of such platforms by MDAs. All MDAs and a majority of LGAs have been trained in the use and application of the D-Fund MIS to manage implementation and reporting on the different development projects.
	Indicator 4.2 Existence of a national system to monitor the SDGs.	MDG monitoring system	SDG monitoring system in place and functioning	This output has been partially achieved. With UNDP support, the National Bureau of Statistics has put in place a national inclusive framework for monitoring and reporting on SDGs (as well as national plans). A National SDG Coordination Framework for monitoring

				the implementation of SDGs has also been established.[31]
				UNDP has contributed to enhancing the capacities of the National Bureau of Statistics and the Office of the Chief Government Statistician, in the Mainland and Zanzibar respectively, towards an innovative approach to production, use, analytics and visualisation of disaggregated data to inform evidence-based decision making, policy reforms as well as monitoring and reporting on SDGs based on Goal Track portal.[32]
				However, there remain gaps in terms of the capacity to collect quality, timely, reliable, relevant, sufficiently disaggregated and easy to use SDG data.

Output 4: There were two projects under this output: (a) **Enhancing Capacity for Development Results and Effectiveness (CDE)**; and (b) **Capacity Building for SDGs and MKUZA III Coordination and Reporting.** The projects were carried out to support the Government's management planning and processes to deliver results for development in the country and attain SDG objectives.

The first project covered the whole country while the second focused on Zanzibar. The two projects worked closely together to avoid duplication in Zanzibar, creating synergies and identifying which activities would be implemented by the CDE project and which activities by the Capacity Building for SDG and MKUZA III project.

The CDE project played an instrumental role in the development of Tanzania's third National Five-Year Development Plan 2021/22–2025/26 through supporting a planning approach and coordination framework. Both projects supported the Revolutionary Government of Zanzibar (RGoZ) to conduct a review of Vision 2021 and develop Vision 2050 and Zanzibar Medium-Term Strategy 2021-2025.[33] They also supported the development of a national inclusive framework for monitoring and reporting on SDGs, FYDP II and MKUZA III.

In Zanzibar, UNDP interventions have been instrumental in raising awareness of SDGs and MKUZA III in all districts, thus enabling communities to understand Zanzibar's development

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[31] CDE, Annual Report, July 2020-June 2021.

[32] https://tanzania-goaltracker-org.vercel.app/platform/tanzania (CDE report, July 2020-June 2021).

[33] The process of formulating Vision 2050 is yet to be completed.

strategy and how it replicates SDG objectives. Awareness raising activities have helped non-state actors, especially CSOs, to understand the role they can play in achieving SDGs and MKUZA III objectives. An SDG platform has been created in nine of Zanzibar's 11 districts, which will assist LDAs to develop their annual plans with inputs from local CSOs.[34]

The RGoZ has reportedly intensified its engagement with CSOs on SDGs and MKUZA III as a result of UNDP interventions.[35] This, in turn, has led to greater accountability and transparency on policies by the RGoZ. A case in point is the RGoZ's contribution to the report by the Government of the United Republic of Tanzania on the Progress of SDGs Implementation that was submitted to the High-Level Political Forum of the United Nations in New York in 2019.[36]

The CDE project took the lead and was successful in relaunching dialogue between the Government and DPs. It facilitated the formulation and adoption of the Development Cooperation Framework (DCF), which will enhance mutual accountability, transparency, monitoring on the development cooperation financing of Tanzania development priorities. Through meetings organised by the project, the Government has also initiated a dialogue with DPs concerning the drafting of new and more robust guidelines for enhancing cooperation and financing for development.[37]

The development finance assessment conducted by the CDE project has also helped the Government to see beyond ODA and venture into innovative financing options, including through the private sector. Indeed, the financing strategy of the third National Five-Year Development Plan has taken on board interventions and strategies to enhance resource mobilisation and the use of innovative financing instruments which were recommended in the UNDP development finance assessment (e.g., private, public and community partnerships [PPCPs], domestic budgetary resources, domestic private investment, bond financing, etc.).[38]

In their interview with the Evaluators, one of the DPs stated that even though the CDE had provided only a small percentage of government budget, it had had a huge impact in terms of development results and effectiveness, particularly in relaunching dialogue between the Government and DPs and in helping the former to venture into innovative financing options.[39]

On the downside, the CDE project was not able to release the full mobilisation of resources as some DPs were reluctant to come on board due to a constrained relationship between themselves and the Government in the early years of the project.

In future, UNDP will continue supporting the development of national development frameworks (Tanzania Vision 2025, Zanzibar Vision 2050, FYDP III and Zanzibar Medium-Term Development Strategy) as well as the integration of Agenda 2030 within national and sub-national development plans. It will seek to enhance and foster the involvement of non-state actors (NSAs), such as the private sector and CSOs, in the dialogue process for national development and in the implementation of national plans. It will also support the review and implementation of the Plan of

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[34] KII: Executive Director, Association of Non-Governmental Organizations of Zanzibar.
[35] KII: UNDP Programme and Operations Management Specialist.
[36] Voluntary National Review, 2019.
[37] The purpose being to reduce time for grant and loan approval processes, increase government ownership and scrutiny, a joint understanding of the approval process among key stakeholders, clarification on agreements (including NGO/NSAs), and alignment between Government and Development Partners (KII: UNDP Development Management Specialist).
[38] FYDP III.
[39] KII: Development partner.

Action of the DCF to strengthen dialogue and the coordination mechanism between DPs and the Government of Tanzania.[40]

OUTPUT 5	INDICATORS	BASELINE	TARGET	ACHIEVEMENT LEVEL
Women have enhanced capacities to participate in electoral and decision-making processes at all levels.	Indicator 5.1 Ratio of women to men participating in general elections	394 (2010 elections)	509	The target was met. Indeed, the results well exceed the target as a total of 961 women stood in the 2020 general elections (293 for parliament and 668 for local-level councils).
	Indicator 5.2 Ration of women to men in decision-making at all levels.	30%	37%	Despite the strong presence of women candidates, only 26 women were elected in the National Assembly (out of 264 MPs) and 260 in Local Councils (out of 3953) in the 2020 general elections. In Zanzibar, eight women were elected in parliament and 27 in Local Councils. However, thanks to legal provisions that provide special seats from women, an additional 113 women obtained parliamentary special seats. Thus, the total number of women in the NA is now 146 out of 393 MPs (equivalent to 37.2%). In Local Councils, specials seats were allocated to an additional 1374 women. The country now has a woman President and there are several women in Cabinet occupying key ministries, including the Minister of Foreign Affairs, Minister for Defence and National Service, the Minister of Communication and Information Technology, and the Minister of Education, Science and Technology. The Deputy Speaker in the NA is also a woman.

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[40] CDE, Annual Report July 2020 – July 2021.

				Finally, there is a consensus in Tanzania today that in the last decade, women have been empowered and have taken up senior positions in every sphere of society, including in politics, the judiciary, the media and the private sector.

Output 5: According to the stakeholders interviewed by the Evaluators, the single major achievement from LSP II was the adoption of the NA Gender Strategy, which has resulted in gender mainstreaming within the NA, gender specific analysis of bills by parliamentary committees and women MPs' empowerment.[41] In addition, the UNDP project also coached and mentored 48 women for leadership and supported the setting up of a women's caucus (Tanzanian Women Parliamentary Group-TWPG), in collaboration with UN Women. The project also introduced the He-for-She UN programme whereby men are encouraged to become agents of change for the achievement of gender equality. Some 100 MPs are now supporting this programme.[42]

All UNDP Governance projects had gender equality and women's empowerment as a specific output and were informed by the gender analysis conducted by UNDP in partnership with UN Women in 2016. Moreover, in all its activities, the projects ensured an equal participation of women/girls and men/boys, and systematically collected and reported on gender disaggregated data at activity level.

Also, see the Gender section on pp. for further details about the Inclusive Democratic Governance pillar's contributions to gender equality.

OUTPUT 6	INDICATORS	BASELINE	TARGET	ACHIEVEMENT LEVEL
National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.	The issue of violent extremism was not originally included in the CPD outputs but arose in response to the emergence of the violent extremism phenomenon in the East Africa sub-region and its possible spill-over effect in Tanzania. Thus, there are no CPD indicators.			

Output 6: Through the Preventing and Responding to Violent Extremism pilot project, UNDP can claim to have led the Government and communities living in the project's areas of intervention (i.e., Mwanga, Tanga and Zanzibar) to recognise the risk of violent extremism and to have enabled a discourse on PVE in Tanzania (prior to UNDP's intervention, violent extremism was not considered relevant to the situation in Tanzania).

Specifically, the project supported the drafting of the National Strategy and Action Plan on PVE – at the time of writing, the Strategy and AP have both been approved by the Ministry of Home Affairs but are pending approval by the Cabinet.

The project has also led initiatives to improve trust between the Tanzanian Police Force (TPF) and communities in the project's areas of interventions. For example, the TPF have established and

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[41] KIIs: Development partners.
[42] KII: UN Women. Also, M&E Specialist, LSP II.

strengthened Neighbourhood Watch Groups in target areas and reached more than 2000 community members through community awareness meetings on PVE.

The project has coached and mentored more than 600 youths who could have been vulnerable to violent extremism, giving them hope and changing their lives through livelihood opportunities or through a Livelihood training which has been rated highly in terms of providing opportunities to grow economically by 93% of participants. An additional 1640 youths also benefited from various livelihood opportunities.

Last but not least, in its areas of intervention, the project successfully co-opted community and religious leaders in promoting peace and rejecting violent extremism with their respective constituencies, in particular youths.

The main challenge for the project has been the delay in the adoption of the National Strategy and the Action Plan on PVE, two documents which are supposed to guide the actions of the different stakeholders. This delay is an obstacle to greater coordination among stakeholders and resource mobilisation since DPs are waiting for the strategy to be adopted before contributing further support. There were seven partners at the beginning of the project but only three at the end because of the delayed adoption of the strategy. As a result, the project could only mobilise 63% of the nine million USD committed. UNDP and its partners should continue engaging with the Government and advocating a swift adoption of the strategy and its attendant action plan.

The Evaluators found that there was still a lack of a shared understanding between government agents and communities as to what constitutes VE, along with a lack of trust. Thus, UNDP should continue building trust between government bodies and communities to enable closer cooperation and joint problem solving as well as the exchange of information to counter VE

The PVE project was a pilot project whose primary objective was to create awareness. Proposals for scaling up include developing multi-purpose centres and spreading to other regions (i.e., the coastal regions of Mtwara, Lindi and Ruvuma); engaging with other groups in society, in particular religious groups; promoting religious dialogue, especially on PVE; and establishing a system within government where a preventive approach could take place.

2.2.5 Progress towards CPD Outcome indicators
The Evaluators could not always ascertain to what extent the Governance pillar's outcome and outputs have been achieved, especially in the case of quantitative indicators, owing to Tanzania's limited capacity and restrictive laws concerning statistics collection. Progress was nevertheless identified in a number of areas, as shown below.

CPD Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Outcome indicator 2.1 Percentage of bills presented before parliament for which field hearings are conducted	Baseline 0%	Target 30%	The target was met as shown below. 2018: 8 bills representing **31%** 2019: 7 bills representing **39%** 2020: 12 bills representing **47%** 2021: 10 bills representing **39%**

			(Up to September 2021)

Conclusion:

Prior to the LSP II, field hearing for bills presented before the National Assembly (NA) did not take place, a factor that limited participation in national policy formulation and decision making.

LSP II has supported the NA to develop guidelines and toolkits in relation to legislative scrutiny, public hearings, field visits and engagement with civil society. This has resulted in an increased strength of oversight committees to monitor government expenditure and put forward substantive recommendations for implementation.

The 2017 baseline study revealed that only 12% of parliamentary committees could conduct effective bill scrutiny. By June 2021, LSP II established that 10 committees or 91% of the targeted committees had demonstrable capacity to undertake effective bill scrutiny (in compliance with the relevant parliamentary standing orders and project-developed guidelines) and make evidence-based recommendations on legislative proposals.[43]

The NA also used the support provided by LSP II to forge a strategic partnership with CSOs that enabled the parliamentary committees' access to evidence-based inputs on various bills tabled before Parliament. In 2020, for example, 257 CSOs made written submissions to NA committees in relations to various bills.[44]

Outcome indicator 2.2 **Voter turnout at national elections**	Baseline Union Presidential (2010): 42.84% Zanzibar Presidential (2010): 89.52%	Target Union Presidential (2020): 60% Zanzibar Presidential (2020): 90%	Union Presidential: **50.72%** The target was not met. Zanzibar Presidential: **88.07%** The target was not met

Conclusion:

In the Mainland, turn out at the 2020 elections (50.72%) was higher than in 2010 (42.84%) but the target of 60% was not reached. In Zanzibar, voter turnout was 88.07%, just below the target of 90%, but still very high by international standards.

When the CPD was designed, there was an expectation that the Government would request support from UNDP in the preparation of the 2020 General Elections (i.e., peace building and dialogue, voter education campaign, training and support to political parties, support

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[43] LSP II, Mid-Year Report, January – June 2021.
[44] LSP II, Annual Report, January – December 2020.

for the media, etc.). This did not happen. Thus, UNDP could not specifically contribute to the above-mentioned outcome.

The National Electoral Commission has recently issued its report on the 2020 General Elections. Among its recommendations for future elections are the recommendations that electoral laws be translated from English into Kiswahili and that relevant organisations and institutions be accredited to provide voter education. UNDP could play a role in this, as it did in the past.

Outcome indicator 2.3 **Confidence in the ability of the police and judiciary to deal effectively with cases of violence against women and children**	Baseline Data not available	Target 20%	Data could not be captured.

Conclusion:
Baseline data and target data have not been collected or made available to UNDP by the National Bureau of Statistics.

The project for Strengthening Access to Justice and Human Rights Promotion and the LEAP project promoted legal literacy and awareness to the public, including on SGBV-related issues. In Zanzibar, for instance, with the support of UNDP, legal aid providers conducted awareness raising sessions on SGBV in secondary and Islamic schools. More than 34,000 students participated in the training in two locations (girls and boys in approximately similar number).[45]

The LEAP project has also been successful in coordinating the various stakeholders working on SGBV (including prosecutors, crimes officers, the judiciary, medical professionals, private legal practitioners, CSOs and officials from relevant ministries). In February 2021, Special Courts for SGBV were established in Zanzibar and this, combined with the public outreach activities, has resulted in an increase in the number of reported SGBV cases which, in turn, has led to an increase in the number of cases being prosecuted.[46]

Outcome indicator 2.4 **% of Open Government Partnership commitments completed and information accessed.**	Baseline 28%	Target 60%	The target could not be met as Tanzania withdrew from the Open Governance Partnership in July 2017.

Conclusion:
OGP is an important initiative that UNDP can still pursue in its next programming phase, as part of efforts to make government business more open to its citizens, improve public

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[45] Annual Legal Aid Report, The Ministry of Constitution and Legal Affairs, supported by UNDP, 2019-2020.
[46] KII: Head of Research, DPP, Zanzibar.

service delivery, government responsiveness, combat corruption and build greater trust for efficient and effective delivery of results.

Outcome indicator 2.5 **Existence of anti-corruption plans/strategies**	Baseline Mainland: NACSAP III under development	Target Mainland: NACSAP III finalised and implemented	NACSAP III was finalised and is being implemented.
	Zanzibar: Anti-corruption strategy developed	Zanzibar: Anti-corruption strategy implemented	The Zanzibar Anti-Corruption Strategy (2017-2022) was developed and is being implemented.

Conclusion:
The Government of the United Republic of Tanzania developed a National Anti-Corruption Strategy and Action Plan and is currently implementing its third phase (NACSAP III 2017-2022). The third phase focuses on building systems of integrity, accountability and transparency in public and private institutions. Views from all sectors of society, including private, religious and media representatives, were collected and considered in the development of NACSAP III.

The Revolutionary Government of Zanzibar also developed and is currently implementing Zanzibar Strategy for Corruption and Economic Crimes (2017-2022). The strategy focuses on public education, transparency, improved organisational management practices, strengthening of investigation and sanctions by the Zanzibar Anti-Corruption and Economic Crime Authority (ZAECA), and capacity strengthening of participating MDAs. Public education entails the setting up of a call-centre with a toll-free number and of anti-corruption clubs, the airing of 35 TV programmes and 148 radio programmes and the printing of 14,792 Anti-Corruption brochures.[47]

UNDP did not develop anti-corruption project, contrary to what was envisaged at the time of the CPD. This notwithstanding, some limited initiatives to support combating corruption in Tanzania took place in the context of the UNDP project to support the NA. One such initiative was the training and support to NA watchdog committees - such as the Public Accounts Committee, Local Authorities Account Committee and Public Investments Committee - for improved oversight of the public finance management system.

LSP II also supported the NA's engagement with the African Parliamentarians Against Corruption (APNAC). For instance, in 2017, the project provided assistance to the African Parliamentarians against Corruption (APNAC) to organise training for and with the administration and Local Government Committees on issues related to institutionalising, implementing and devolution of NACSAP III at the local government level. In 2019, LSP II

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[47] National Report to UPR, op. cit.

facilitated a session on the status of the implementation of the United Nations Convention Against Corruption (UNCAC) in Tanzania with a view to raising MPs' awareness of Tanzania's obligations under UNCAC and to improving the legislative and institutional mechanisms against graft.

In November 2021, the <u>PCCB and UNDP launched a joint anti-corruption initiative project</u> to address challenges of corruption in the health sector. The project is designed to equip the PCCB with relevant capacities and tools on data analytics for assessing corruption and fraud risks and to enhance the agency's ability to extract meaningful data through analysis, tools and various techniques.

Outcome indicator 2.6 Existence of a national system for data collection, measurement and analysis to monitor progress towards the SDGs and DCF	Baseline MDG Goals / financing monitoring system	Target SDG / DCF monitoring system operational and financing mechanism implemented.	The target has been met to a large extent (see comments below).

Conclusion:
In collaboration with the National Bureau of Statistics, the UNDP CDE project supported the generation of disaggregated SDG baseline data and metadata for supporting a national inclusive framework for monitoring and reporting on the SDGs and FYDPII and informing evidence-based decision making. A National SDGs Coordination Framework for monitoring the implementation of SDGs and FYDP II was also finalised.[48]

In Zanzibar, the UNDP project for Capacity Building for SDGs and MKUZA III Coordination and Reporting supported the Planning Commission to create an electronic database and an M&E framework on SDGs and MKUZA III with a view to enhancing data management. It also supported the Office of the Chief Government Statistician in the development of a National Strategy for the Development of Statistics and a National Statistics Policy.

The CDE project, with funding from USAID, supported the Ministry of Finance and Planning (MoFP) with the formulation of the new D-Fund Management Information System (D-Fund MIS) replace the AMP system as a key monitoring and reporting tool for national development plans (FYDP II, MKUZA III, FYDP III and Zanzibar Medium-Term Development Strategy).

In June 2021, CDE reported that the MoFP had registered over 200 projects in the D-Fund MIS, provided over 2000 permits / authorisations to spend D-fund, and conducted training for all the MDAs and a majority of LGAs in the use and application of the D-Fund MIS to manage implementation and reporting on development projects. Draft guidelines and

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[48] CDE, Annual Report, July 2020 – June 2021.

manuals for the D-Fund MIS have so far been rolled out to MDAs, LGAs and non-state actors and, once finalised, will also be rolled out to donors.[49]

Outcome indicator 2.7 Number of women who stand for election to Parliament and local-level councils (Mainland and Zanzibar)	Baseline Mainland / Parliament (2010): 193	Target Mainland / Parliament (2020): 250	The target was reached in the Mainland where **293** women were nominated for parliamentary elections.
	Mainland / Council: 172	Mainland / Council: 200	**668** women were nominated for Councillors' elections.
	Zanzibar / Parliament: 16	Zanzibar / Parliament: 25	The data is not available.
	Zanzibar / Council: 17	Zanzibar / Council: 34	The data is not available.

Conclusion:

In 2020, political parties nominated a very significant number of women to run for Parliament or Local Councils, indeed, a number higher than the target set by the CPD.

However, out of the 264 MPs elected in the Mainland, **only 26 were women** (equivalent to 9.85%) while **only 260 women** were elected in Local Councils out of 3,693 elected Councillors (equivalent to 6.58%). This shows that there is still a substantial gap between the mindset of the political class, which has gradually been recognising the right of women to hold office, and the misconceptions about the role of women still prevalent in Tanzanian society.

This said, thanks to legal provisions that provide special seats for women, **an additional 113 women obtained parliamentary special seats**. Consequently, the total number of women in the NA is now 146 out of 393 MPs (equivalent to 37.2%). **In Local Councils, special seats were allocated to an additional 1374 women.**

One of the most important contributions from UNDP (LSP II) was the development and adoption of a Gender Strategy in the NA. This has led to significant improvements in gender mainstreaming and gender specific analysis of bills by parliamentary committees.[50]

In collaboration with UN Women, LSP II also coached and mentored 48 women for leadership and supported the setting up of a women's caucus (Tanzanian Women

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[49] Ibid.
[50] KII: M&E Specialist, LSP II. This view was also shared by the development partners who have been engaging with the NA.

Parliamentary Group-TWPG). The TWPG is now systematically assigned by the Speaker to review motions of bills that have an impact on women's and children's rights. The project also introduced the He-for-She UN programme whereby men are encouraged to become agents of change for the achievement of gender equality. Some 100 MPs are now supporting this programme.[51]

The TWPG, with support from UN Women and UNDP, is currently working to help women MPs who were allocated Special Seats to develop their capacity so that they may be run for constituency seats in the next general elections.

2.3 Efficiency and cost-effectiveness

Under efficiency, the Evaluators have examined, inter alia, whether UNDP's Inclusive Democratic Governance strategy and execution have been efficient and cost-effective; how adequate the project funds were for the implementation of activities; whether there was an economical use of financial and human resources; to what extent the resource management procedures were observed; and the performance of the monitoring and evaluation systems in place during the programme implementation.

All projects under the Governance pillar were rated efficient and cost-effective (barring the delays in fund disbursement) by the majority of respondents. The Terminal Evaluation fully endorses the conclusions of the Mid-Term Evaluation of the Governance Pillar: (1) Expenditure was anchored in clear and approved work plans and budget. (2) Established management structures were established to oversee how project resources were utilised. (3) Changes in the work plans and budget lines were discussed, agreed upon and adopted through quarterly reporting and other management meetings.[52]

One DP named the project for Enhancing Capacity for Development Results and Effectiveness (CDE) an outstanding example of cost effectiveness. The project provided only a small percentage of the Ministry of Finance and Planning budget. Yet that budget made a lot of difference as it resulted in the facilitation and mainstreaming of development cooperation,[53] in addition to the formulation and adoption of the country's third National Five-Year Development Plan 2021/22–2025/26, the formulation of MKUZA III, and SDG localisation and domestication, to name only a few of this project's other successes.

The UNDP NIM modality was commended as cost effective as it motivated the Government to make contributions in various forms (as well as enhancing the Government's ownership of the projects). Under this modality, UNDP usually only provided a small allowance for participation in activities such as workshops, seminars and conferences while the Government paid for transport, sitting allowance, hall facilities, etc.

The Government Cost-Sharing (GCS) arrangement whereby the Government gave money to UNDP to undertake bulk procurement through the UNDP system was also cost effective as UNDP can procure and deliver goods and services faster and cheaper than using the government systems.[54]The GCS mainly concerned the CDE project where government funding was used for

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[51] KII: UN Women.
[52] MTE.
[53] KII: Development partner.
[54] KII: UNDP Development Manager Specialist.

the procurement of vehicles, tractors (for sustainable development work in the field) and IT equipment (in particular, to respond to COVID-19 challenge) and represented 90% of the project's total financial resources (USD 37 million).

Another contributor to cost-effectiveness was the field presence deployed in some of the projects, such as in the PVE project where UNDP collaborated with UN Volunteers, deploying one international and 13 national UNVs. In this case, having a field presence was an efficient investment as it reduced operational costs in the long run by making it unnecessary to send staff to the field from Dar Es Salaam. Another example of cost-effectiveness was the establishment of projects' focal points in the institutions, which reduced the need for paid external expertise. Finally, the Training of Trainers' (ToT) approach adopted by the projects means that capacity is now embedded in the institutions, making UNDP's future role one of supporting capacity on new and emerging issues and new technologies, something UNDP is well placed to do by way of its global outreach. For example, the capacity provided to the National Assembly secretariat is likely to be retained as there is a high level of staff retention within this institution.

In the NA project, UNDP was also reported to have worked very efficiently with UN Women, which enhanced the results of the project, particularly with regard to gender empowerment in parliament.[55]

COVID-19 was a challenge for all projects but while it had a negative impact in certain ways, forcing the cancellation of some activities, it also created an opportunity for imagining new ways of operating. For instance, introducing the use of virtual platforms (i.e., Zoom) to replace traditional face-to-face meetings resulted in significant cost effectiveness by removing the need for travel and the other costs incurred by physical meetings (**NB**: this is not to say that physical meetings should be replaced altogether as they fulfil a function of creating or strengthening social bonds, something which cannot be achieved only through virtual meetings).

In terms of cost effectiveness, one caveat was the delay in the disbursement of funds by UNDP projects – be it at the onset or during implementation of the activities - mentioned by some of the implementing partners. That caused difficulty in implementing planned activities although the projects, together with the implementing partners, showed flexibility and found ways to achieve the projects' outputs. At times, these delays were the result of delays in submission of disbursement request letters by the Government.[56] Other times, they were reportedly due to UNDP's lack of anticipation.[57]

2.3.1 Resource mobilisation
A variety of resources mobilisation strategies were deployed, including fund-raising through partnerships between UNDP and DPs, using the One UN Fund and marshalling local resources. The strategies to bring on board several DPs in the implementation of its projects under the Governance pillar were successful in most cases. However, a few projects were not able to release the full mobilisation of resources. The PVE project, for instance, could only mobilise 63% of its original target of 10 million USD because the National Strategy and Action Plan - the adoption of which was a pre-requisite for DPs to financially support new activities - was not adopted during the time of the project. Similarly, funding to the LSP II project was reduced after the General

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[55] KII: UN Women.

[56] CDE, Annual Report, March 2019 – February 2020.

[57] KII: Development partners.

Elections in 2020. The ruling party having won 92% of seats, the NA became less inclusive, a fact which, to some extent, undercut the DPs' interest in supporting the project.

The CDE project was also not able to release the full mobilisation of resources from DPs, as envisaged at the onset of the project. This constraint for the project resulted from different viewpoints and approaches between the Government and partners in the early years of the project. The Government of Tanzania's Guidelines on project planning, loans and guarantees, which put stringent conditions on approval of development projects, was another challenge that affected this project.[58]

2.3.2 Monitoring & Evaluation

As the MTE noted, at the project's intervention level, UNDP established a robust monitoring and evaluation system that allowed progress tracking at output and outcome levels.[59] Quarterly narrative and financial reports were prepared for each project in collaboration with implementing partners to provide the basis of programme control and effective management. Whereas this was mostly output level M&E reporting, the end of year ROAR provided an opportunity for outcome level reporting.[60]

This said, because of the lack or non-availability of national statistical data, many of the outcome and output quantitative indicators could not be verified. As mentioned earlier, there was also a disconnect between the outcomes and outputs of the CPD and the outcomes and outputs of the various projects.

The MTE pointed out that while the projects had submitted accurate and gender disaggregated M&E reports, these reports were often activity-based rather than results-based. The Evaluators for the Terminal Evaluation have noticed some progress in this area, though. For example, while the early reports from the project for Strengthening Access to Justice and HR Protection mainly reported activities, the more recent reports highlighted concrete results (e.g., reduction of prison overcrowding based on CHRAGG recommendations, increased knowledge and skills in handling plea bargaining, etc.).[61]

The UNDP M&E system is reported to have triggered the National Assembly to see the importance of M&E and there is now an M&E taskforce in parliament with each taskforce member having been allocated a specific project indicator with systems and tools for data tracking analysis and reporting.[62]

In Zanzibar, the CDE project contributed to the creation of an SDG database to support the implementation, monitoring and reporting on the Agenda 2030.[63] In 2021, the project for Capacity Building for SDGs and MKUZA II Coordination and Reporting supported the development of Zanzibar Monitoring & Evaluation Policy.[64]

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[58] However, with the Development Cooperation Framework and the development partner group secretariat now in place, the relationship between the Government and development partners is on a stronger footing. Moreover, it is expected that the Guidelines will be amended and that there will be new opportunities for development partners to support development results and effectiveness in the coming years.

[59] Mid-Term Evaluation of the Inclusive Democratic Governance Pillar (MTE).

[60] Ibid.

[61] See for example, Access to Justice & HR Protection Project, Annual Report January – December 2020,

[62] KII: M&E Specialist, LSP II.

[63] CDE, Annual Report, March 2019 – February 2020.

[64] Capacity Building for SDGs and MKUZA III, Quarterly Progress Report, April – June 2021.

2.4 Sustainability

Under sustainability, the Evaluators have examined what evidence there is that the results achieved by the programme would be sustainable beyond the programming period, whether UNDP has contributed to the capacity building of partners and whether the programme has an exit strategy.

The main factor militating for sustainability of the CPD programme is its alignment with Tanzania's new national development strategy (FYDP IIII, 2021/22–2025/26), which acknowledges good governance as a basis for the direction of national development and envisages implementing key interventions such as, inter alia, promoting effective and efficient justice delivery systems; enhancing democracy, political and social tolerance; promoting peace, security and political stability; promoting community participation in development processes with special provisions for youth, women and Persons with Disabilities (PWDs); improving public and private sectors service delivery processes; and improving Service Delivery Process through e-government.[65] The CPD programme 2015/16–2020/21 has laid the groundwork for the realisation of many of these objectives.

The UNDP National Implementation Modality (NIM) is also key in driving the capacity building of national systems and structures in Tanzania as it embeds capacity building initiatives on well-established systems and can be used to attract government support and financing, two factors that are significant contributors to sustaining the results of UNDP programmes.[66]

Most UNDP interventions in inclusive democratic governance have also had a high level of integration within the national structures and, through strong participatory planning and implementation, have had strong buy-in and national ownership.[67]

Sustainability will, of course, depends on the application of the frameworks and systems that have been established through UNDP support. That is where UNDP should place the emphasis in the next phase of its support to inclusive democratic governance in Tanzania in the years to come.

With regard to preventing and responding to VE, the UNDP project was a pilot project which has laid down the foundations for a systematic approach to preventing and responding to violent extremism. The National Strategy and the Action Plan, once adopted, will offer a strong base for continuing support. Such support would entail spreading to other regions, engaging with other groups in society, in particular religious groups, with a view to promoting religious dialogue, and establishing a system within government where a preventive approach could take place. Sustainability will be attained when such a preventive approach has been domesticated but that point has not been reached yet. If there is an opportunity to build on the successes of the PVE pilot project, UNDP's role will be to help with the development of such a preventive approach as it has gained significant experience globally and has taken the lead within the UN family in this area.[68]

With regard to the CDE project, the financing assessment carried out by UNDP has helped the Government to see beyond ODA by thinking of the private sector and venture into innovative financing options. The Government is now focusing on the so-called blue economy (marine environment) and this will attract both domestic and private foreign investment. The Ministry of Finance and Planning is taking the lead in designing plans and taking a pro-active lead in donor

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[65] National Five-Year Development Plan 2021/22 – 2025/26, pp. 122-123.
[66] Mid-Term Evaluation of the Inclusive Democratic Governance Pillar (MTE).
[67] KIIs: UNDP; Implementing partners.
[68] Journey to extremism in Africa: drivers, incentives and the tipping point for recruitment, UNDP, 2017.

engagement. UNDP will reduce its support but will remain as privileged interlocutor, in particular with emerging capacity needs.

In the case of legal aid, however, the challenge to sustainability is the limited financial resources available to support legal aid providers, in particular CSOs and paralegals. Some of the stakeholders interviewed by the Evaluator stated that the Government should take the lead in terms of funding justice initiatives and developing the capacities of officials now that the country has reached (lower) middle-income status.

Stakeholders, including government officials, have also stressed the need for UNDP to involve CSOs more closely in future projects, especially with regard to providing legal aid and conducting activities that support human rights. Similarly, there is a need to continue building communities, reaching out to the grassroot level and investing in youths through positive education. Closer cooperation between the Government and CSOs in such activities will be another important factor in ensuring sustainability.

Ultimately, the sustainability of UNDP Inclusive Democratic Governance achievements will depend on continuing progress in democracy, good governance, the rule of law, transparency and accountability. In this respect, one caveat must be issued when it comes to continuing to support the work of the parliament and electoral bodies. The 2020 General Elections have resulted in a National Assembly composed of 92% of members from the ruling party, which undermines the objective of UNDP support to have a more effective, transparent and inclusive legislature. Some results from this project have nonetheless strong sustainability potential, in particular the empowerment of women MPs, which is well documented, and the technical capacity of the NA Secretariat because of the high retention of staff in the NA.

2.5 Cross-cutting issues

2.5.1 Gender

Analysis of the human development index shows that Tanzania has made progress on human development indicators, including a decline in the gender inequality index.[69] There is also a consensus in Tanzania today that in the last decade, women have been empowered and have taken up senior positions in every sphere of society, including in politics, the judiciary, the media and the private sector.[70] The country now has a woman president and there are several women in Cabinet occupying key ministries, including the Minister of Foreign Affairs, the Minister for Defence and National Service, the Minister of Information and Communications Technology and the Minister of Education Science and Technology. The Deputy Speaker and Clerk of the NA are women. There are 146 women MPs, equivalent to 37.2%, of MPs in the NA, and 1374 women Local Councillors. Women constitute 41% of Court of Appeal Judges and 38% of High Court Judges, to give only a few examples.[71] During the last five years, the Government has also implemented various programmes to empower women and increase their economic opportunities and building business capacity.[72] It has addressed SGBV through the National Plan of Action to end Violence Against Women and Children (NPA VAWC) 2017/18– 2021-22. Among the achievements of the NPA VAWC 2017/18– 2021/22 are the establishment of 16,342 children protection and SGBV committees in the Mainland and 15 in Zanzibar.[73]

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[69] FYDP III.
[70] KIIs: Civil society women's organisations.
[71] National Report to UPR, op. cit.
[72] FYDP III.
[73] National Report to UPR.

This momentum towards gender equality will continue through the third National Five-Year Development Plan 2021/22–2025/26. For instance, the plan envisages to have 50% of decision-making positions held by women and provides for the setting up of "a pool of gender-based visionary future leaders". It also envisages to strengthen efforts against sexual and gender-based violence and violence against children, in particular through community awareness on SGBV in 184 Councils; the establishment of Gender and Children Desks at an additional 455 Police Stations; and the establishment of 23 One Stop Centres for SGBV victims.[74]

The UNDP Inclusive Democratic Governance pillar has contributed to some of the achievements in gender equality as follows:

All UNDP Governance projects had gender equality and women's empowerment as a specific output and were informed by the gender analysis conducted by UNDP in partnership with UN Women in 2016. Moreover, in all its activities, the projects ensured an equal participation of women/girls and men/boys, and systematically collected and reported on gender disaggregated data at activity level.

LSP II worked to build the capacity of parliamentary committees to mainstream gender and conduct gender analysis of bills. The NA Gender Strategy and Action Plan assisted the legislature to work towards gender-responsive and gender-sensitive decision-making as well as increase the capacity of MPs, committees and staff members to integrate gender considerations within all areas of the NA's work. LSP II made further contributions to gender equality through support to TWPG member to support parliamentary committees and women MPs to ensure gender specific analysis of all bills submitted. TWPG's specific interventions were to support women MP in tabling motions and help women MPs to move in future from Special Seats to constituency seats. At individual level, women MPs have acquired skills and orientation to ensure that gender features in all functions that women MPs are involved in.[75]

In addition, the NA developed a He-for-She Strategy that has enabled about 100 male MPs to become champions for gender equality.

LSP II also supported the creation of a gender desk at the NA for harmonising thematic gender concerns. The desk works with all the departments and units of parliament to develop gender-sensitive objectives and work plans, and provides relevant information materials on gender issues. The desk also supported the NA staff to build their capacity on gender concepts and gender equality.

The CDE project supported the integration of gender into the Government's Poverty Reduction Plan and key staff were trained on the Multidimensional Poverty Index.[76] By establishing a new framework for cooperation between the Government and DPs, the project also contributed to putting in place systematic gender reporting by the Government on loans from DPs.[77]

Initiatives were also taken to eliminate SGBV. In Zanzibar, UNDP supported the judiciary to establish Special Courts to deal with SGBV crimes and coordinated the various stakeholders and this has resulted in an increase in the number of prosecuted cases.

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[74] Ibid.
[75] KII: UN Women.
[76] CDE, Annual Progress Report, March 2019 – February 2020.
[77] KII: UNDP Development Manager Specialist.

Data was disaggregated by gender in all the projects and a review of project activities reveals that women benefited equally with men. For example, the LEAP Combined Annual Report 2019 – 2020 provides the exact figure of how many women, men and children benefited from legal aid or were made aware of legal functions and in the case of women and men, the figures are in the thousands and comparable.[78]

While project interventions ensured an equal participation of women/girls and men/boys, the project reports often did not include an analysis of how these interventions had resulted in women's empowerment and gender equality.

2.5.2 Human Rights

Tanzania has made substantial progress in the field of human rights through the implementation of a number of strategies and initiatives in favour of vulnerable or disadvantaged groups.[79]

Progress is also visible in achieving SDGs, such as raising awareness and sensitizing Regional Secretariats and LGA in order to localize the Goals at the lower level; an increase in the budget allocated to pro-poor sectors, improved living standards for people living in extreme poverty; rapid expansion in the enrolment at all levels of education delivery; and the construction, expansion and renovation of health infrastructure up to village level, to name only a few achievements.[80]

On a negative note, the Government has failed in its obligations to report on the International Convention on the Rights of Persons with Disabilities, the International Convention on the Rights of the Child and the International Convention on the Elimination of All Forms of Discrimination against Women. In its recent report to the UPR, the Government stated that these overdue reports would be submitted before the end of 2021, which can be interpreted as an indication of the Government's intention to upgrade its engagement with the international community on human rights compliance.

CSOs have asked that the provisions of laws which limit or curtail freedom of expression and information should be amended, referring to the Media Services Act, 216, Access to Information Act, 2016, and Electronic and Postal Communications (Online Content) Regulations, 2020. They are also concerned about the 2020 amendment of the Basic Right and Enforcement of Duties Act, Cap. 4, which now prevents public interest litigations by any bona fide individual or organisation; and have called for the setting up of a CSO-Government forum. CHRAGG and CSOs have asked the Government to amend the Law of Marriage Act, 1971, in accordance with the Tanzanian Court of Appeal's decision dated 23 October 2019.[81]

The UNDP Inclusive Democratic Governance projects reported having mainstreamed human rights through all their outcomes and outputs. This meant, in particular, having taken into account and prioritised the rights of disadvantaged and vulnerable groups in designing the projects and ensuring their full participation in their implementation, and that they should ultimately benefit from such projects. Some CSOs, however, questioned whether needs assessments had been carried out with

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[78] The report mentions that 120,453 people (63,126 females and 53,727 males) and 3,600 children (1958 girls and 1642 boys) were sensitised on human rights in different shehias in Zanzibar.

[79] These include the NPA VAW, the National Strategy on Elimination of Child Labour 2018 - 2022, and the Child Justice Strategy for Progressive Reform 2020/21 – 2024/25.

[80] Voluntary National Review 2019.

[81] Tanzania Civil Society Report on the Status of the Implementation of the 133 Recommendations of March 2016 who were accepted by the URT, CSOs' Joint Submission, March 2021.

sufficient involvement of communities and whether these communities, in particular in rural areas, had sufficiently benefited from UNDP projects.

CSO reservations notwithstanding, UNDP can claim to have supported human rights in Tanzania, in particular through developing the capacity of the Commission on Human Rights and Good Governance (CHRAGG) as well as through various initiatives to facilitate access to justice, such as the adoption of legal aid legislation and policy and the subsequent roll out of legal aid in the Mainland and Zanzibar.

With UNDP support, CHRAGG has continued to increase its capacity to conduct investigations and provide remedy to plaintiffs. In 2020, for example, CHRAGG investigated 574 complaints, out of which 230 were successfully concluded.[82] Through prison visits, CHRAGG also contributed to the release of prisoners who were being kept behind bars without a legal basis. In its submission to the UPR, the Government of Tanzania reported that between September 2016 and April 2021, a total of 48,820 inmates had been released through presidential pardons, 5,608 through parole and 4,262 awarded community service sentences. Some of these inmates were released following interventions by the National Prosecution Services and/or CHRAGG, two institutions that have benefited from sustained support by the UNDP project for Strengthening Access to Justice and Human Rights Protection.

In the NA, TWPG played a key role in promoting the rights of PWDs through mobilising their PWDs CSOs and creating space for dialogue on having specific disability provisions in the new Constitution. A gender audit was conducted in the NA, as part of support provided by UN Women and UNDP. One of the findings of this audit was that parliamentary infrastructures were not friendly for PWDs, which prevented them from attending some functions in parliament. Following the audit, elevators were installed in the NA building. A small caucus of PWDs has also been formed in the NA.[83]

In its next programming phase, UNDP should seek to influence the Government in ratifying and domesticating the remaining conventions and protocols that it has not yet ratified, in particular the Convention Against Torture, the International Convention on the Protection of Persons Against Enforced Disappearance, and the Protocol to the 2018 African Charter on Human and Peoples' Rights of PWDs in Africa. It should also facilitate dialogue between the Government and civil society concerning laws that are considered restrictive and not participatory. Finally, it should ensure that disadvantaged and marginalised people, including women, youths, PWDs and persons living with HIV/AIDS, are involved and targeted in all its governance interventions and at all stages of such interventions (i.e., from design to implementation and monitoring), in accordance with the Agenda 2030 Leave No-One Behind principle.

3. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

3.1 Conclusions

The Inclusive Democratic Governance programmatic pillar has been found to be relevant both in terms of its consistence with national development priorities and internal coherence. UNDP has also made good use of its comparative advantage as a neutral and trusted partner to broker a more constructive relationship between the Government and DPs.

The programme interventions were informed by institutional capacity needs assessment, ensuring that appropriate strategies would be employed during implementation to achieve the results.

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[82] Access to Justice & HR Protection Project, Annual Report, January – December 2020.
[83] KII: UN Women.

The programme made good progress in terms of setting up structures and systems, building government capacity with regard to leveraging global development financing, monitoring and reporting on national development strategies and SDGs, enhancing citizens' access to justice and preventing and responding to the risk of violent extremism. It developed the capacity of the NA in terms of greater transparency, accountability and citizen participation. It supported improvement in legislation through provision of technical expertise in the formulation and enactment of laws, policies and guidelines that clearly contribute to inclusive and democratic governance. However, the late disbursement of funds, at times, forced the projects to priorities some activities over others.

UNDP established clear financial management systems and tools that ensure an economic use of resources. Furthermore, the programme set up a clear monitoring and evaluation system to track implementation progress and encourage continuous lesson learning and programme improvement. However, resource mobilisation, at times, was a challenge due to delays in the adoption of government policies or to political developments that were not conducive to continuous engagement by DPs.

The successful integration of programme interventions in existing government structures and the Government's leadership in programme implementation argue in favour of the programme sustainability. However, limited financial resources in the justice sector, especially in Zanzibar, means that the programme is currently only sustainable with UNDP support.

UNDP should align its future programme with the new development strategies of the Government of Tanzania and the Revolutionary Government of Zanzibar, build on what has already been achieved and take advantage of the opening of civic space in Tanzania to focus on human rights alongside democratic governance.

3.2 Ratings

	1	2	3	4	5	Comments
Relevance		■				UNDP was well positioned to address the challenges of inclusive democratic governance owing to its world-wide expertise, long-time engagement in Tanzania and relations of trust with both Government and DPs. The programme was well-suited to address Tanzania's main development challenges, as identified in UNDAP II 2016-2021. UNDP's interventions were also in line with Tanzania's regional (AU) and global commitments (SDGs). The project implementation arrangements and delivery methods were well thought through and on target. There was however a disconnect between the programme outcomes and outputs and the outcomes and outputs of the corresponding projects. Some of the outcomes were too ambitious and did not take into account limitations on data collection in Tanzania.
Effectiveness		■				The programme's achievements include the Development Cooperation Framework; the Government's increased capacity to collect data, monitor and report on the implementation of its national strategies and SDGs; the upgrading of the justice system (through technical expertise and supply of equipment) and increased access to justice through legal aid policy and roll-out; stronger collaboration between CHRAGG and human rights CSOs; the recognition of the risk of violent extremism and the implementation of a pilot programme to prevent and respond to it. Effectiveness was however adversely affected by frequent late disbursements of funds. Achievement of some of the outcomes could not be verified due to the unavailability of data nation-wide.
Efficiency		■				The projects were regarded as efficient and cost-effective by a majority of stakeholders, including government officials and DPs. The UNDP NIM and cost-sharing modalities were rated highly as they promoted Government's ownership and accountability and were identified by other UN entities and DPs as a potential channel to provide financial resources to the Government. Capacity was provided in a cost-effective way through the establishment of Focal Points in MDAs, ToT, UNV services and tele-mentorship, which resulted in the use of minimal UNDP human and financial resources.
Sustainability		■				The main factor in favour of sustainability is its alignment with Tanzania's third National Development Plan (FYDP III 2021/22 – 2025/26). Another factor is the high level of integration of UNDP interventions within the national structures and the resulting strong national ownership. The NA project has spearheaded considerable changes in the way the Parliament operates. The CDE project has provided a solid basis for cooperation between the Government and DPs through the DCF. The financing assessment carried out by UNDP has helped the Government to see beyond ODA by thinking of the private sector and venture into innovative financing options. PVE was a pilot project which has laid down the foundations for a systematic approach to preventing and responding to violent extremism. The PVE National Strategy and AP, once adopted, will offer a strong base for continuing support. In the justice and human rights sectors, frameworks and systems are in place and core capacity has been developed. Ultimately, the sustainability of the UNDP Inclusive Democratic Governance pillar will depend on the Government's continued commitment to democracy, good governance, the rule of law, transparency and accountability.

Table 3.1: OECD/DAC ranking table. Rating: 1: Highly satisfactory; 2: Satisfactory; 3: Unsatisfactory; 4: Highly Unsatisfactory; 5: Not applicable.

3.3 Lessons learned

- UNDP remains a trusted partner of the Government even in difficult times and can bridge the gap between Government and DPs. In the last few years, UNDP has provided a platform to enhance communication between Government and DPs and this has opened a window of opportunity for resource mobilisation for a new programme in support of the formulation of Tanzania's Vision 2050.

- UNDP has demonstrated its capacity to influence the Government of Tanzania in addressing new and emerging issues. A prime example is UNDP's interventions to have the Government recognise the potential risk of violent extremism and begin addressing its root causes. Another example is how he financing assessment conducted by UNDP helped the Ministry of Finance and Planning to see beyond ODA and venture into innovative financing options, including through the private sector.

- The UNDP NIM modality can be used to channel capacity development assistance from other UN agencies and from DPs.

- The challenge of COVID-19 contributed to increased use of new technologies to handle public affairs. Indeed, UNDP showed great flexibility in responding and adjusting to the challenge of COVID-19. It was at the forefront to help business continuity, for instance by helping the Government with licenses and laptops and the use of virtual platforms (i.e., Zoom) so as to enable business to continue. It also promoted tele-mentorship to make up for reduced physical interaction.

- UNDP PVE interventions can significantly contribute to foster trust and improve cooperation on VE prevention between communities and the police (as exemplified by pilot interventions in Mwanza, Tanga and Zanzibar).

- The respective roles of UNDP and its implementing partners, as well as the scope and limits of programmes, should be highlighted and discussed at the initial stage. Furthermore, projects should be tailored realistically in terms of targets. Sometimes, targets cannot be attained due to unrealistic expectations regarding the capacity of implementing partners.

- Late disbursement of funds by UNDP causes delays both in launching project activities and in conducting planned activities subsequently.

3.4 Recommendations

3.4.1 Strategic recommendations

o A widely shared view among stakeholders is that in the next programming phase, the UNDP Inclusive Democratic Governance pillar should take advantage of the recent opening of the civic space in Tanzania and focus on improving human rights and democratic governance. It should seek to influence the Government in complying with international human rights conventions, including reporting obligations and follow-up, and facilitating dialogue between Government and civil society on laws that are considered restrictive and not participatory.

o Stakeholders also suggested that UNDP work more with civil society. As far as possible, UNDP should have more programmes at society level and more presence in the field, including

monitoring at field level. It should also ensure that projects are designed with sufficient involvement by communities. Based on the Leaving No-One Behind principles, UNDP should ensure that disadvantaged and marginalised people, including women, youths, persons with disabilities and persons living with HIV/AIDS are involved and targeted in all its governance interventions.

o The next programme should continue to work towards ensuring that women's participation is inclusive and genuine especially with regard to decision making processes. There should be continued dedicated resources in terms of research, advocacy, developing tools and reforming legal frameworks to encourage women to grow into substantial leadership roles.

o As the role of the private sector in governance has now been recognised by the Government of Tanzania and globally, UNDP should increase it engagement with this sector in its future programme, in tandem with the Government.

o When other UN partners are going to be involved in UNDP governance projects, UNDP should ensure their participation in the design, implementation and monitoring of these projects at strategic level.

3.4.2 Programmatic recommendations

o The new programme should contain outcome and output indicators that are realistic and verifiable. As much as possible, there should be baseline indicator values at the start of the programme. When it comes to quantifiable indicators, the assumption that the indicator values can be ascertained at the end of the programme should be a realistic assumption. Finally, there should be clear and explicit synergies between CPD outputs and indicators on the one hand and project outputs and indicators on the other.

o Ongoing communication with implementing partners and other stakeholders should be enhanced in future, including discussions of challenges undermining implementation of the programme. In particular, UNDP should ensure that key staff from implementing partners are inducted on modalities of financial procedures and planning modalities in order to avoid delays in approving workplans and the disbursement of funds. Following induction, there should be regular engagement by UNDP with implementing partners to support them in areas where they may have challenges, including with the FACE process and other requirements. In the justice sector, in particular, the Evaluators also found that greater engagement with implementing partners is needed in the design of projects to refine indicators and set realistic targets.

o The M&E data collection tools and reporting system has been strengthened since the Outcome MTE was conducted but UNDP should continue to refine its system in order to ensure that M&E reports are results-based rather than activity-based.

Annex 1: List of documents consulted

- UNDP Evaluation Guideline 2021 and addendum
- UNDP Guidance on Outcome-Level Evaluation
- UNSDG RBM Handbook
- UNSDG Ethical Code of Conduct of Evaluators
- United Nations Development Assistance Plan 2016-2021 (UNDAP II)
- UNDP Country Programme Document for Tanzania 2016-2021
- United Nations Zanzibar Joint Programme 2018-2020
- UNDP Legislative Support Project II document
- UNDP Strengthening Access to Justice and Human Rights Protection project document
- UNDP Promoting Legal Empowerment and Access to Justice project document
- UNDP Enhancing Capacity for Development Results and Effectiveness project document
- UNDP Capacity Building for SDGs and MKUZA III Coordination and Reporting in Zanzibar project document
- UNDP Preventing and Responding to Violent Extremism project document
- Project quarterly, mid-year and annual reports
- Project Board meetings reports
- Mid-Term Evaluation of the Inclusive Democratic Governance Pillar, January 2019
- Mid-Term Evaluation Report on Strengthening Access to Justice and Human Rights Protection, August 2020
- Terminal Evaluation of the Legislatures Support Project 2011-2016
- Legal Aid Baseline Assessment Report, Ministry of Constitution and Legal Affairs, Zanzibar, 2020
- Tanzania Development Vision 2025
- Zanzibar Vision 2020
- Zanzibar Vision 2050
- National Five-Year Development Plan 2016/17 – 2020/21 (FYDP II)
- Zanzibar Strategy for Growth and Poverty 2016-2020 (MKUZA III)
- National Five-Year Development Plan 2021/22 – 2025/26 (FYDP III)
- National Anti-Corruption Strategy and Action Plan Phase III (2017-2022)
- Zanzibar Strategy for Anti-Corruption and Economic Crimes 2017-2022
- Report on the 2020 Presidential, Parliamentary and Councillors' Elections, National Electoral Commission
- National Report submitted to the Human Rights Council, Universal Periodic Review, 17 August 2021
- CHRAGG's Submission for Tanzania's third Cycle Universal Periodic Review, August 2021
- Recommendations from the UN Country Team in the URT for the 39th session of the UPR, 01-12 November 2021
- Tanzania Civil Society Report on the Status of the Implementation of the 133 Recommendations of March 2016 who were accepted by the URT
- National Voluntary Review 2019 (A Report on the Progress of Implementation of SDGs in the URT submitted to the High-Level Political Forum, United Nations
- Tanzania Development Finance Assessment Report, UNDP, 2021
- National Plan of Action to End Violence against Women and Children 2017-2022
- The Legal Aid Act, 2017
- The Legal Aid Regulations, 2018
- The National Prosecutions Service Act, 2019
- The Prevention and Combating of Corruption Act., revised edition 2019
- Human Development Report 2020

- Securing Predictable and Sustainable Financing for Peace in Africa, African Union Peace Fund, August 2016
- Journey to Extremism in Africa (Drivers, Incentives and the Tipping Point for Recruitment), UNDP, 2017
- Report on best practices and lessons learned on how protecting and promoting human rights contribute to preventing and countering violent extremism, Report of the United Nations High Commissioner for Human Rights, 21 July 2016

Annex 2: List of Key Informants

Name	Position	Institution
Angwi Mbandi	Monitoring & Evaluation Specialist	UNDP
Joyce Deloge	Technical Specialist, PVE	UNDP
Augustine Kaheeru Bahemuka	Technical Specialist, Access to Justice & Human Rights, UNAP Outcome Advisor – Governance, Human Rights and Gender	UNDP
Salma Ali-Hassan	Former Project Coordinator, LEAP	UNDP
Ambrose Mugisha	Development Management Specialist	UNDP
Rukiya Wadoud	Programme and Operations Management Specialist	UNDP
Paul Mlemya	M&E Specialist, LSP II	UNDP
Stella Flora Seko Manda		UN Women
Felistas Mushi	Registrar (Project Coordinator, Access to Justice)	Ministry of Constitutional and Legal Affairs
Dr. Evaristo Emmanuel Longopa	Deputy Attorney General	Attorney General's Chamber
Nicholaus H. Shome	Head of National Planning	National Planning Department
Philip Kalangi	Assistant Commissioner of Police	Tanzania Police Force
Seif Sharif Mwinyi	Permanent Secretary	POCLAPSGG
Mohamed A. Mohamed	Registrar	High Court (Zanzibar)
Suleiman H. Hassan	Principal State Attorney	Office of the Director of Public Prosecutions (Zanzibar)
Dr. Rahma S. Mahfoudh	Acting Executive Secretary	Planning Commission (Zanzibar)
Mayasa Mahfoudh Mwinyi	Chief	Office of the Chief Government Statistician (OCGS)
Ali Hassan	Assistant Director	Legal Departmeent (POCLAPSGG)
Laurent Burilo	Access to Justice Focal Person	CHRAGG
Mary Laswai	LSP Focal Person	National Assembly
Kaleb Lameck Gamaya	Executive Director	Tanganyika Law Society
Anna A. Henga (Adv.)	Executive Director	Legal and Human Rights Center (LHRC)
Felista W. Mauya	Director of Empowerment and Accountability	LHRC
Onesmo Ole Ngurumwa	HRD & National Coordinator	Tanzania Human Rights Defenders Coalition
Jonas Lubago	Executive Director	Tanzania Federation of Disabled People's Organisations

Rose Reuben	Executive Director	Tanzania Media Women's Association (TAMWA)
Florence Majani	Journalist	TAMWA
John Ambrose	M&E Specialist	TAMWA
Tike G. Mwambipile	Executive Director	Tanzania Women Lawyers Association
Buberwa Kaiza	Executive Director	ForDIA
Dr. Hassan Khamis	Executive Director	Association of Non-Governmental Organizations in Zanzibar
Jamila Simai	Secretary General	Zanzibar Female Lawyers Association
Maulid Juma	Executive Director	Zanzibar Youth Forum
Hashim Pondeza	Founder	Center for Youth Dialogue
Dastan Kweka	Political Analyst	Embassy of Ireland
Fortunata Frederick Kitokesya	Programme Officer	Embassy of Denmark
Darius Cosmas	Programme Manager	DANIDA
Enock Mangasini	Project Management Specialist	USAID
Florida Henjewele	Senior Democracy, Human Rights & Governance Specialist	USAID
Mariapia Ngeze	Governance Advisor	FCDO
Nivin Yosef-Andersson	First Secretary, Democratic Governance & Human Rights	Embassy of Sweden

Annex 3: Evaluation matrix

Criteria	Evaluation Objective	Key evaluation questions	Source(s)	Method of information collection
Relevance	The extent to which the Outcome activities are suited to the priorities and policies of the country at the time of formulation	1. To what extent is UNDP's engagement in Inclusive Democratic Governance support a reflection of strategic considerations, including UNDP's role in the development context in the country and its comparative advantage vis-a-vis other partners? 2. Are the intended outputs and outcome aligned with the key development strategies of the country? Are they consistent with the human development needs of the country and the intended beneficiaries? Do the outputs and outcome address the specific development challenges of the country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications on the development goals of the country? 3. Are the results and/or progress towards results aligned and contributing to the respective global goals as outlined in the Agenda 2030 and its targets? If not, what should be done to ensure this is achieved? 4. To what extent has UNDP's selected method of delivery been appropriate to the development context?	UNDAP II, Country Programme Document 2016-2021, Concept Notes, Government's National 5-Year Development Plan II 2016/17-2020/21, Vision 2025, MKUZA II, Vision 2020 for Zanzibar, other national reports, Agenda 2030. Key informants.	Desk review, Key Informant interviews, Focus Group Discussions. Data triangulation across different data sources.

		5. Has UNDP been influential in-country policy debates and dialogues on Inclusive Democratic Governance and has it influenced country policies on governance reforms and human rights protection?		
Efficiency	The extent to which the inputs yielded the anticipated outputs	1. Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country? 2. Has UNDP's Inclusive Democratic Governance strategy and execution been efficient and cost-effective? 3. Has there been an economical use of financial and human resources? 4. Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively for proper accountability of results? 5. Were alternative approaches considered in designing the programme? 6. Are adequate resources mobilised to achieve the desired result? What strategies were put in place to close the resource gap? To what extent have these strategies been implemented?	UNDAP II, Country Programme Document 2016-2021, Concept Notes, Government's National 5-Year Development Plan II 2016/17-2020/21, Vision 2025, MKUZA II, Vision 2020 for Zanzibar, Tanzania Vision 2025, other national reports, Agenda 2030. Programme and Project Documents. audit reports, annual reports, progress reports and activity reports. MTE Governance Outcome. Key Informants.	Review of budget allocations. Review of financial expenditure analysis, especially in relation to actual implementation progress against planned results. Review of M&E operations.

| Effectiveness | The extent to which the Outcome activities have attained their objectives | 1. Have the outputs been achieved, and did they contribute to the stated outcome at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proved to be more cost-efficient?
2. If not fully achieved, was there any progress? If so, what level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework?
3. What evidence is there that UNDP support has contributed towards an improvement in the country's capacity, including institutional strengthening?
4. Has UNDP worked effectively with other international partners to deliver inclusive Democratic Governance initiatives and services?
5. How effective was the partnerships aspect of programming implemented to ensure the achievement of this outcome?
6. To what extent has the project supported the domestication of key regional frameworks, experiences and international best practices through national development plans and strategies?
7. Has UNDP utilized innovative techniques and best practices in its Inclusive Democratic Governance programming? | UNDAP II, Country Programme Document 2016-2021, Concept Notes, Government's National 5-Year Development Plan II 2016/17-2020/21, Vision 2025, MKUZA II, Vision 2020 for Zanzibar, Tanzania Vision 2025, other national reports, Agenda 2030.

Human Development Report
SDG progress reports

Interviews, FGDs, Program and Project Documents, audit reports, annual reports, progress reports and activity reports. | Desk review, Key Informant Interviews, Focus Group Discussions. Semi-structured interview guidelines and questions. FGD Guide. |

		8. Is UNDP perceived by stakeholders as a strong advocate for improving Inclusive Democratic Governance effectiveness and integrity in the country? 9. Considering the technical capacity and institutional arrangements of the UNDP CO, is UNDP well suited to providing Inclusive Democratic Governance support to the country?		
Sustainability	The likelihood that UNDP interventions are sustainable and are likely to be domesticated	1. What is the likelihood that UNDP interventions are sustainable? 2. What mechanisms have been set in place by UNDP to support the government/institutional partners to sustain improvements made through these Inclusive Democratic Governance interventions? 3. How has UNDP contributed to the capacity building of partners as a guarantee for sustainability beyond UNDP interventions? 4. What markers or evidence is there to show that the results achieved so far will be sustained beyond the programme period? 5. Are there national plans/reforms to promote inclusive democratic governance in place or likely to be developed, approved and implemented in the next few years and beyond the programme period? 6. What changes should be made in the current set of governance partnerships to promote long term sustainability?	UNDAP II, Country Programme Document 2016-2021, Concept Notes, Government's National 5-Year Development Plan II 2016/17-2020/21, Vision 2025, MKUZA II, Vision 2020 for Zanzibar Tanzania Vision 2025 other national reports Agenda 2030. Human Development Report. SDG progress reports. Key Informants.	Desk review, Key Informant Interviews, Focus Group Discussions. Analysis of risk log and phase-out plan/exit strategy. Gender and social inclusion analysis.

		7. Has follow up support after the end of the Outcome activities been discussed and formalized? 8. Is there a clear exit strategy?		
Cross-cutting issue: Human Rights		1. To what extent have poor, indigenous, physically challenged, women and other disadvantaged groups benefited from UNDP work in support of Inclusive Democratic Governance?	UNDAP II, Country Programme Document 2016-2021, Concept Notes, Government's National 5-Year Development Plan II 2016/17-2020/21, Vision 2025, MKUZA II, Vision 2020 for Zanzibar, Tanzania Vision 2025, other national reports, human rights reports, Agenda 2030. Key Informants.	Desk review, Key Informant Interviews, Focus Group Discussions.
Cross-cutting issue: Gender mainstreaming		1. To what extent has gender been addressed in the design, implementation and monitoring of inclusive democratic governance projects? 2. Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)? 3. To what extent has UNDP's outcome on inclusive democratic governance promoted	UNDAP II, Country Programme Document 2016-2021, Concept Notes, Government's National 5-Year Development Plan II 2016/17-2020/21,	Desk review, Key Informant Interviews, Focus Group Discussions. Information collected should be checked against data from the

		positive changes in gender equality? Were there any unintended effects?	Vision 2025, MKUZA II, Vision 2020 for Zanzibar, Tanzania Vision 2025, other national reports, Agenda 2030. Key Informants.	UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2016- 2021.

Annex 4: Interview Guide / FGD Guide

Interview Guide

1	Place	
2	Respondent Category	
3	Programme / project	
4	Position in the Organisation	
5	Date of the Interview	

We thank you in advance for your time and attention in answering this questionnaire. This questionnaire is designed for the implementers of UNDP governance projects and stakeholders.

A-Design and Relevance

1. How does the programme / project address the development challenges of the United Republic of Tanzania?
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2. Why do you think the programme / project is consistent with the human development needs of the country?
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3. To what extent has UNDP's selected method of delivery been appropriate to Tanzania's development context?
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4. What do you think is UNDP's comparative advantage vis-à-vis other partners?
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5. Considering the technical capacity and institutional arrangements of the UNDP CO, is UNDP well suited to providing Inclusive Democratic Governance support to the country?
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6. Has UNDP been influential in country policy debates and dialogues on Inclusive Democratic Governance and has it influenced country policies on governance reforms and human rights protection? Please provide examples.

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B-Implementation / efficiency

1. How was the project implemented?

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2. What were the key actors in the project implementation?

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3. What were the key successes and challenges registered by the project?

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4. What would you consider as the best and worst practices during project implementation?

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C-Efficiency

1. Has UNDP's Inclusive Democratic Governance strategy and execution been efficient and cost-effective? Please provide examples.

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2. How adequate were the projects allocated funds for the implementation of the activities?

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3. To what extent did the partners honour their obligations to resource contribution for the project?

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4. If funds were not adequate, what strategies, in any, were put in place to close the resource gap?
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5. To what extent were these strategies implemented and successful?
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6. Has there been an economical use of financial and human resources? Please provide examples.
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7. To what extent were resource management procedures observed, including value for money requirements?
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8. How suitable were the technologies deployed to improve efficiency during project implementation?
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9. Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively for proper accountability of results. Please explain.
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D-Effectiveness

1. Have the outputs been achieved and have they been achieved at an acceptable cost, compared with alternative approaches with the same objective?
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2. How have the outputs contributed to the stated outcome?

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3. If the outputs have not been fully achieved, what are the reasons?

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4. What level of progress has been made towards the outcome?

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5. What would you say have been the major achievements so far?

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6. Has UNDP worked effectively with other international partners to deliver Inclusive Democratic Governance initiatives and services? Please provide examples.

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7. What factors beyond the control of the implementing partners have influenced the outcome of the project?

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8. Can you suggest ways on how a similar project could be effective in the future?

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9. To what extent has the project supported the domestication of key regional frameworks, experiences and international best practices through national development plans and its strategies?

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10. Has UNDP utilised innovative techniques and best practices in its Inclusive Democratic Governance programming?

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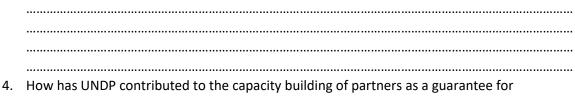
E-Sustainability

1. What markers or evidence is there to show that the results achieved so far will be sustained beyond the programming period?

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2. Suggest practical ways in which programme / project outcomes can be carried in the future?

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3. What mechanisms have been put in place by UNDP to support the government/institutional partners to sustain improvements made through these Inclusive Democratic Governance interventions?

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4. How has UNDP contributed to the capacity building of partners as a guarantee for sustainability beyond UNDP interventions?

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5. Are there national plans/reforms to promote inclusive democratic governance in place or likely to be developed, approved and implemented in the next few years and beyond the programme period?

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6. What changes should be made in the current set of governance partnerships to promote long-term sustainability?

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7. Has follow-up support after the end of the Outcome activities been discussed and formalised?

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8. Is there a clear exit strategy?

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F-Human Rights

1. Were human rights targets promoted in the design and implementation of the project? How were they promoted?
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   …….

2. To what extent have poor, indigenous, physically challenged, women and other disadvantaged and marginalised groups benefited from UNDP work in support of Democratic Governance?
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   ……
   ……
   ……

G-Gender mainstreaming

1. To what extent has gender been addressed in the design, implementation and monitoring of inclusive democratic governance projects?
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   ……
   ……
   …….

2. Is gender marker data assigned to projects representative of reality?
   ……
   ……
   ……
   ……

3. To what extent has UNDP's outcome on inclusive democratic governance promoted positive changes in gender equality? Please provide examples.
   ……
   ……
   ……
   ……

4. Were there unintended effects?
   ……
   ……
   ……
   ……

H-Lessons Learned

1. What have been the best practices related to the design, relevance, performance and success of the project?

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………
…….

I-Recommendations

1. What corrective actions do you recommend for the design, and remaining implementation of projects in the future?
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    ……
    ……
    ……

2. What are the appropriate actions to follow up or reinforce the benefits of the project?
    ……
    ……
    ……
    ……

3. What are your proposals for future directions underlining remaining part of the programming of the project?
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    ……
    ……
    ……

FGD Guide

FGD with Government officials

Please explain how you were consulted and involved in the design of the project?

………
………
………
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……..

How was the project implemented? Please provide details

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………
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………

What have been the successes and challenges faced during project implementation?

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……..

How do you think this project has strengthened your capacity to fulfil your mandate and responsibilities?

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……..

What best practices can be learned from the project(s) and what are your proposals for future direction?

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………

To what extent were you (women and marginalized groups) involved during the design and implementation of the project?

………

……………………………………………………………58…………………………………………………………………………………

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……..

What do you think are UNDP's strengths, weaknesses, opportunities and threats in the area of democratic governance?

Strengths	Weaknesses
……………………………………………	…………………………………………….
……………………………………………	…………………………………………….
……………………………………………	…………………………………………….
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Opportunities	Threats
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Annex 5: TOR

UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE (TOR)

Title: TERMINAL EVALUATION OF THE GOVERNANCE OUTCOME JUNE 2021

Pillar Title: Governance Duty station: Dar es Salaam

The UNDP Democratic Governance programme applies a human right based and people-centred approach to governance programming. As such, the programme promotes inclusive national ownership of democratic governance principles, processes and institutions. Within the Inclusive Democratic Governance pillar, UNDP works with the Government of Tanzania to contribute to effective, transparent, accountable and inclusive governance. The Pillar works with the Government of Tanzania to strengthen institutional capacity and promote sustainable development in line with the Sustainable Development Agenda. Working with development partners, private sector and civil society, projects are designed to support the Government in its efforts to meet Democratic Governance challenges by specifically supporting the National Assembly to more effectively and responsively perform core functions of representation, law-making and oversight of executive functions; developing responses to address the structural causative factors and their implications in the rise of violent extremism; improving access to justice and human rights protection; and improving the capacity of implementing and financing the national, regional and global development agendas.

The programme goal is effective, transparent, accountable and inclusive governance, in line with the principal objectives set out in the Tanzania Development Vision 2025 and Zanzibar Vision 2020, which include peace, stability, unity and good governance. The specific objectives of UNDP governance support are further aligned with the priorities set out in the National Five-Year Development Plan II, including ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and free from corruption at all levels; improving public service delivery to all, especially the poor and vulnerable, including access to justice; promoting human rights for all, particularly for poor women, men and children and vulnerable groups; and ensuring national and personal security and safety of property. They are also further aligned with the priorities set out in the draft Zanzibar Strategy for Economic and Social Transformation, including accountable, transparent and corruption-free governance

systems and structures, and increased access to justice, respect for the rule of law, adherence to basic human rights and greater participation in the democratic process.

These terms of reference are focusing on an outcome evaluation of UNDP's support to the country's Inclusive Democratic Governance outcome: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. The programmatic pillar is derived from the UNDP Country Programme Document (CPD) for Tanzania for 2016-2021 which is aligned with the UN Development Assistance Plan for Tanzania II (UNDAP II) 2016-2021 and the Government's National Five-Year Development Plan II 2016/17-2020/21.

The pillar is divided into five outputs namely:
- Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation

- Citizens have improved access to and are better served by the justice system and human rights reporting
- Key public institutions are enabled to address corruption and implement their procurement needs in a transparent manner
- Government has effective mechanisms in place to monitor and report on the use of ODA and other sources of global development financing
- Women have enhanced capacities to participate in electoral and decision-making processes at all levels.
- National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.

Due to the nature of the interventions, the geographic scope of some projects is wide in various parts of the country. Key partners in the implementation include line ministries at the national level, local government authorities in respective locals and civil society organizations. Other partners include UN sister agencies and development partners who directly or indirectly contribute to the achievement of the outcome. Their work or resources has complemented and/or supported UNDP's work in this area. These are mentioned individually in the respective projects that are under the pillar.

Evaluation Purpose

This terminal Outcome Evaluation will capture and demonstrate evaluative evidence of UNDP and the Inclusive Democratic Governance Pillar contributions towards the Outcomes articulated in the CPD. The findings and judgements through the evaluation made must be based on concrete and credible evidence that will support UNDP and the Pillar's strategic thinking for its new programme cycle, specifically in identifying its priorities in supporting Tanzania in the area of inclusive democratic governance

The main objective of the evaluation is to collate all lessons learnt, challenges faced, the best practices and to provide information on the extent and where possible, the potential impact and sustainability of the governance outcome. That also implies the evaluation aims to assess the performance of the outcome against planned results, preliminary indications of potential impact and sustainability hence to inform programming strategy in the next phase of implementation and future UNDP programming. Specific objectives of the end-term evaluation include:
- Assessing performance against the original works as stated in the project

documents and inform the extent it has evolved in view of demand from the beneficiaries and environment.

- Assess the relevance of the outcome with regards to consistency, ownership, quality of the technical assistance, and complementarity of the projects with other initiatives
- Determine the effectiveness of the outcome in achieving the results, highlighting the reasons for those achievements and unachieved results, and identify reasons contributing/ hindering the achievement of the results.
- Assess the sustainability of the outcome including the participation of partners and other stakeholders in planning and implementation of the planned interventions, as well as assessing the measures taken to ensure that activities initiated by the projects will be completed and continued after the projects' closure.
- Risk management and mitigation measures taken by the outcome in ensuring progress on implementing the interventions.
- Derive lessons learned, best practices and areas of improvement for the remaining project activities and for future programming.

The terminal outcome evaluation aims to capture evaluative evidence of the relevance effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. The evaluation serves an important accountability

function, providing stakeholders and partners with an assessment of the results of the UNDP programme of support, in this case, within the Inclusive Democratic Governance pillar

SCOPE AND OBJECTIVES OF THE EVALUATION

The outcome evaluation will be conducted, to enhance programme implementation while providing strategic direction and inputs to the formulation of remaining projects within the outcome. Specifically, the outcome evaluation will assess:
- The relevance and strategic positioning of UNDP support to the Country on Inclusive Democratic Governance.
- The frameworks and strategies that UNDP has devised for its support on Inclusive Democratic Governance, including partnership strategies, and whether they are well-conceived for achieving planned objectives.
- Progress made towards achieving Inclusive Democratic Governance through specific projects and advisory services and including contributing factors and constraints.
- The progress to date under this outcome and what can be derived in terms of lessons learned for future UNDP Inclusive Democratic Governance support to the Country.

The evaluation will consider the pertinent outputs focused towards Inclusive Democratic Governance, as stated in the CPD. The specific outputs under the Outcome to be assessed include:

- Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation.
- Citizens have improved access to and are better served by the justice system

and human rights reporting.
- Key public institutions are enabled to address corruption and transparently implement their procurement needs.
- Government has effective mechanisms in place to monitor and report on the use of ODA and other sources of global development financing.
- Women have enhanced capacities to participate in electoral and decision-making processes at all levels.
- National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.

The evaluation will analyse the contributions made by the CPD towards the Inclusive Democratic Governance Pillar during the current programme period and UNDP's strategic position within the country. It will also identify factors affecting the development situation and the results observed, generate lessons learned and recommend actions to improve performance in the remaining duration of the CPD. The outcome evaluation should assess how UNDP's programme results contributed, together with the assistance of partners, to a change in development conditions within that sector. The results will also provide knowledge and information which will be used in the formulation of the next Country Programme Document.

EVALUATION CRITERIA AND QUESTIONS

The Outcome evaluation seeks to answer the key questions according to the criteria against which the subject to be evaluated. The questions should cover the following key areas of evaluation criteria:

Relevance: the extent to which the Outcome activities are suited to the priorities and policies of the country at the time of formulation:

- To what extent is UNDP's engagement in Inclusive Democratic Governance support a reflection of strategic considerations, including UNDP's role in the development context in the country and its comparative advantage vis-a-vis other partners?
- Are the intended outputs and outcome aligned with the key development strategies of the country? Are they consistent with the human development needs of the country and the intended beneficiaries? Do the outputs and outcome address the specific development challenges of the country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications on the development goals of the country?
- Are the results and/or progress towards results aligned and contributing to the respective global goals as outlined in the Agenda 2030 and its targets? If not, what should be done to ensure this is achieved?
- To what extent has UNDP's selected method of delivery been appropriate to the development context?
- Has UNDP been influential in-country policy debates and dialogues on Inclusive Democratic Governance and has it influenced country policies on governance reforms and human rights protection?

Efficiency: measurement of the outputs in relation to the inputs.

- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country?
- Has UNDP's Inclusive Democratic Governance strategy and execution been efficient and cost- effective?
- Has there been an economical use of financial and human resources?
- Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively for proper accountability of results?
- Were alternative approaches considered in designing the Project?
- Are adequate resources mobilised to achieve the desired result? What strategies were put in place to close the resource gap? To what extent have these strategies been implemented?

Effectiveness: the extent to which the Outcome activities attain their objectives.

- Have the outputs been achieved, and did they contribute to the stated outcome at an acceptable cost, compared with alternative approaches with the same objectives? If so, which types of interventions have proved to be more cost-efficient?
- If not fully achieved, was there any progress? If so, what level of progress towards outcomes has been made as measured by the outcome indicators presented in the results framework?
- What evidence is there that UNDP support has contributed towards an improvement in the country's capacity, including institutional strengthening?
- Has UNDP worked effectively with other international partners to deliver inclusive Democratic Governance initiatives and services?
- How effective was the partnerships aspect of programming implemented to

ensure the achievement of this outcome?

- To what extent has the project supported the domestication of key regional frameworks, experiences and international best practices through national development plans and strategies?
- Has UNDP utilized innovative techniques and best practices in its Inclusive Democratic Governance programming?
- Is UNDP perceived by stakeholders as a strong advocate for improving Inclusive Democratic Governance effectiveness and integrity in the country?

- Considering the technical capacity and institutional arrangements of the UNDP CO, is UNDP well suited to providing Inclusive Democratic Governance support to the country?

Sustainability: the benefits of the Programme related activities that are likely to continue after the Programme fund has been exhausted.

- What is the likelihood that UNDP interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government/ institutional partners to sustain improvements made through these Inclusive Democratic Governance interventions?
- How has UNDP contributed to the capacity building of partners as a guarantee for sustainability beyond UNDP interventions?
- What markers or evidence is there to show that the results achieved so far will be sustained beyond the programme period?
- Are there national plans/ reforms to promote inclusive democratic governance in place or likely to be developed, approved and implemented in the next few years and beyond the programme period?
- What changes should be made in the current set of governance partnerships to promote long term sustainability?
- Has follow up support after the end of the Outcome activities been discussed and formalized?
- Is there a clear exit strategy?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have considered the following cross-cutting issues:

Human rights

To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefitted from UNDP work in support of Inclusive Democratic Governance?

Gender mainstreaming

- To what extent has gender been addressed in the design, implementation and monitoring of inclusive democratic governance projects?
- Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?
- To what extent has UNDP's outcome on inclusive democratic governance promoted positive changes in gender equality? Were there any unintended effects?
- Information collected should be checked against data from the UNDP country office' Results- oriented Annual Reports (ROAR) during the period 2016- 2021.

METHODOLOGY

The outcome evaluation will be carried out by a team of external evaluators and will engage a wide range of stakeholders and beneficiaries, including national and local

government officials, donors, civil society organizations, and subject experts, community members.

The outcome evaluation is expected to take a "theory of change" (TOC) approach to determine causal links between the development challenges, the interventions that UNDP has supported and observe progress in inclusive democratic governance at national and local levels in Tanzania. The evaluators will develop a logical framework model of how UNDP interventions are expected to lead to national governance, which is more effective, transparent, accountable -and inclusive. The outcome level TOC is defined in the CPD and it forms part of the results chain of the programme, with interlinkage with the other two outcomes of the CPD. The evaluators are expected to analyse the TOC described in the projects and see whether they were aligned and correspond to the programme's TOC, and where

there are deviations, note them especially if these may have affected the attainment of the outcome changes planned in the CPD.

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

The following steps in data collection are to be followed:

DESK REVIEW

A desk review should be carried out of the key strategies and documents underpinning the governance pillar of UNDP in Tanzania. This includes reviewing but not limited to the Country Programme Documents 2016-2021, the UNDAP II as well as concept notes and project document developed to address the outcome. The team shall also review a wide array of monitoring and evaluation documents produced within the CPD period, to be provided by the UNDP country office. This includes but not limited to individual project and outcome evaluations that have taken place during the period under evaluation. The review should include Governance Pillar projects with and without strategic linkage to the CPD.The evaluators are expected to review relevant strategies and reports developed by the Government of Tanzania that are relevant to UNDP's governance support. This includes the Government's National Five-Year Development Plan II 2016/17-2020/21, Vision 2025, MKUZA Ill, Vision 2020 for Zanzibar and other national reports, to be made available by the UNDP country office.

STAKEHOLDER INTERVIEWS

The evaluation team will conduct face-to-face and/or telephone interviews with relevant stakeholders, including:
- UNDP staff (managers and programme/project officers)
- Policymakers, beneficiary groups and donors in the country. Focus groups may be organized as appropriate.

FIELD DATA COLLECTION

The evaluation team will visit select project sites to observe first-hand progress and achievements made to date and to collect best practices/ lessons learned. The evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:
- Interviews with key partners and stakeholders
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

DELIVERABLES

The evaluation team will prepare a report to address the questions of the final evaluation, highlight key significant changes regarding the key thematic policy documents, draw out lessons learned, present findings and recommendations, reflecting comments and feedback received from the selected staff. The structure of the report should be used to guide the reader to the main areas. The language of the reports should be simple, free from jargon and with specialist terms explained.

Below are the principal evaluation products the evaluation Team Leader is accountable for:

1. **Evaluation inception report** (prepared after Briefing the evaluation consultants before going into the full-fledged data collection exercise) to clarify the evaluation consultants understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, proposed sources of data and data collection procedures and the TOC. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed, Protocols for different stakeholders should be developed.

2. **Draft evaluation report** - to be reviewed by UNDP and other respective stakeholders and presented in a validation meeting (if applicable), that the team will organise. Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the final report.

3. **Final Evaluation report**- the evaluation Team leader will prepare a final Evaluation report.

4. The evaluation team should refer to the revised June 2021 UNDP Evaluation Guide for the evaluation report template and quality standards.

EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

Evaluation Team - Required Skills and Experience

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

1. **International Consultant – The Team Leader**

Required Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability
- Ability to conduct strategic planning, results-based management and reporting
- Ability to actively seek to improve programmes/services, offer new and different options to solve problems
- Excellent oral and written communication skills
- Ability to establish and maintain good working relationships in a multi-ethnic, multi-cultural and multi-disciplinary environment

Education

- Minimum 10-15 years in democratic governance , access to justice, rule of law human right or any related field.

Experience

- Minimum 10-15 years in democratic governance , access to justice, rule of law human right or any related field.
- Minimum 5 years' experience in conducting governance related evaluations of giovernance and international aid organisations.
- Experience in designing, developing and implementing

monitoring and evaluation frameworks
- Demonstrable track record of producing high quality and analytical reports and publications
- Experience in conducting evaluations for UN agencies, particularly UNDP, is desirable.
- Excellent written and oral communication skills in English (required)

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

- Lead and manage the evaluation mission
- Develop the inception report, detailing the evaluation scope, methodology and approach
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines

- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules.
- Draft and present the draft and final evaluation reports.
- Lead the presentation of draft findings in the stakeholder workshop
- Finalize the evaluation report and submit it to UNDP.

2. **National Consultant – The Evaluator**

Required Competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability
- Ability to conduct strategic planning, results-based management and reporting
- Ability to actively seek to improve programmes/services, offer new and different options to solve problems
- Excellent oral and written communication skills
- Ability to establish and maintain good working relationships in a multi-ethnic, multi- cultural and multi-disciplinary environment

Education

- Minimum 10-15 years in democratic governance , access to justice, rule of law human right or any related field

Experience

- Minimum 5 years' experience in conducting governance related evaluations
  of giovernance and international aid organisations.
- Demonstrable knowledge of Tanzania's constitutional and legal framework, and system of governance
- Experience in undertaking programme and project monitoring and evaluation
- Demonstrable track record of producing high quality and analytical reports
- Experience in conducting evaluations for UN agencies, is an added advantage.
- Excellent written and oral communication skills in English (required)

The national consultant will perform the following tasks
- Review documents
- Participate in design of actual methodology
- Assist in carrying out evaluation in accordance with proposed objectives and scope of evaluation
- Draft related parts of the evaluation report as agreed by the team leader

Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and they must sign the Ethical Code of Conduct for UNDP Evaluations. Evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and

programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in the Annex.

IMPLEMENTATION ARRANGEMENTS

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

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

The Governance Pillar Lead will convene an Advisory Panel comprising of technical experts from within the CO or it might involve other stakeholders, to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detailed rationale to the Advisory Panel for any comment that remains unaddressed.

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

FEES AND PAYMENTS

Interested consultants should provide their requested fee rates when they submit their expression of interest in USD or TZS for National Consultant. Travels and associated costs should be included in the financial proposal and included in the Inception Report and agreed with UNDP. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

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

TIME FRAME FOR THE EVALUATION PROCESS

The evaluation is expected to take 30 working days for each of the two consultants, over a period of six weeks starting mid-September 2021. The following table provides an indicative breakout for activities and delivery:

The expected duration of the assignment is 30 working days after the starting date of the assignment.

No	Deliverables	Estimated Number of working Days
1	Desk review of project's documents and the preparation of the Inception report	7
2	Submitting the Evaluation Inception Report and meetings with the UNDP to receive feedback on the inception report	3
3	Interviews with the project team, stakeholders (donors, government officials, CSOs, and preparation and submission of the draft MTR report	10
4	Preparation and submission of the final report following the written feedback of UNDP on the draft report	10

While UNDP will provide some logistical support during the evaluation, for instance assisting in setting up interviews with partners and, it will be the responsibility of the evaluator to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Contact details will be provided by UNDP staff upon request.

APPROVAL

This TOR is approved by:

Name: Sergio Valdini

Designation: Deputy Country representative

Signature: _____ Sergio Valdini

25-Jun-2021

Date

LIST OF OUTPUTS TO BE EVALUATED		
UNDAP II/ CPD OUTCOME	National Governance is more effective, transparent, accountable and inclusive.	Projects contributing to each of the outputs
Strategic Plan Outcome 2	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.	
Output 1:	Parliaments and electoral bodies are enabled to perform core functions for improved transparency, accountability and citizen participation.	1. Legislative Support Project II
Output 2:	Citizens have improved access to and are better served by the justice system and human rights reporting.	3. Strengthening Access to Justice and Human Rights Protection in Tanzania 4. Legal Empowerment and Access to Justice(LEAP)
Output 3:	Key public institutions are enabled to address corruption and transparently implement their procurement needs.	*5.* The project is under formulation and not yet finalized
Output 4:	Government has effective mechanisms in place to monitor and report on the use of ODA and other sources of global development financing.	6. Enhancing Capacity for Development Results and Effectiveness
Output 5:	Women have enhanced capacities to participate in electoral and decision- making processes at all levels.	No project under this output.
Output 6:	National capacities strengthened to reduce the likelihood of conflicts including those arising from violent extremism.	Preventing and Responding to Violent Extremism in Tanzania
Projects which are not linked *to* the CPD but to be included in the evaluation for CPD review recommendations.		7. Preventing Conflict and Building Peace through addressing the Drivers of Conflict and Instability associated with Forced Displacement between Burundi and Tanzania (UNDP component, Project Outcome 3)

DOCUMENTS TO BE CONSULTED

i. United Nations Development Assistance Plan 2016- 2021 UNDP Country Programme
   `Document 2016- 2021
ii. UNDP Evaluation Guide and addendum
iii. UNDG RBM Handbook
iv. UNDG Ethical Code of Conduct of Evaluators
v. Project Documents, reports and project evaluation reports ROAR
vi. UNDAP II, Review and evaluation reports
vii. National Policies and Development Plans of Tanzania
viii. NB; While the mentioned documents must be reviewed and consulted, it should not limit consultants from reviewing and consulting other documents which will be considered of help to ensure adequate and reliable information for the purpose of this assignment.

ETHICAL CODE OF CONDUCT FOR UNDP EVALUATIONS

Evaluators:
1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well-founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Should Evaluators uncover evidence of wrongdoing while conducting evaluations, such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact during the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that respects the stakeholders' dignity and self-worth.

6.   Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.

7.   Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

EVALUATION CONSULTANT AGREEMENT FORM 1
Agreement to abide by the Code of Conduct for Evaluation
in the UN System Name of Consultant:
…………………………………………………………………..
 Name of Consultancy Organization (where relevant): …………………………………………………………
I confirm that I have received and understood and will abide by the United
Nations Code of Conduct for Evaluation
 Signature: …………………………………………………………………
Date : ……………