

Terminal Outcome Evaluation on the Environment Sustainability, Climate Change and Resilience Pillar

UNDP Tanzania

May 2022



The United Republic
of Tanzania



CPD Pillar Summary Table

Projects Linked to this Outcome Evaluation	<ul style="list-style-type: none"> • Forest Nature Reserves Project – ProDoc and Terminal Evaluation (TE) • Securing Watershed Services through SLM (Zigi and Ruvu water catchments) – ProDoc and TE • Support to Early Recovery (Kagera Recovery Programme) – ProDoc (no TE available) • Enhancing Climate Change Resilience in Zanzibar – ProDoc (no TE available) • Strengthening climate information and early warning systems in Tanzania for climate resilient development and adaptation to climate change. • Combating Poaching and Illegal Wildlife Trade through an Integrated Approach. – ProDoc (no TE available) • Sustainable Energy for All – ProDoc (no TE available)
Evaluation Time Frame	Evaluation timeframe – December 2021 to May 2022
Region and Country	Africa, Tanzania
Evaluation Team Members	International Consultant: Brent Tegler National Consultant: Bwire Munubi
UNDAP Outcome and Outputs Evaluated:	<p><u>UNDAP Outcome:</u> Improved environment, natural resources, climate change governance, energy access and disaster risk management</p> <p><u>Output 1:</u> Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations</p> <p><u>Output 2:</u> Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access</p> <p><u>Output 3:</u> Preparedness systems in place to effectively address the consequences of and response to natural hazards</p>
CPD Period	2016 to 2021

Terminal Outcome Evaluation Report Submitted: May 2022



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Executive Summary

Country Situation

The United Republic of Tanzania has recorded sustained growth of more than 6 per cent since 2007 (National Bureau of Statistics 2014) and is positioning itself to become a middle-income country by 2025. The country has made progress in human development, as reflected in the improvement of its Human Development Index from 0.352 in the 1990s to 0.488 in 2013 and is on track to meet four of the seven Millennium Development Goals, for reducing infant and under-five mortality, combating HIV and AIDS, malaria, universal primary education, and addressing gender equality (Human Development Report 2014 and Tanzania Millennium Development Goal report 2014). The country has continued to sustain peace and political stability since adopting multiparty democracy in 1995, including internationally through its critical role in the East African region.

Despite these achievements, challenges remain in the areas of sustainable inclusive growth, shared prosperity, sustainable environment and natural resources, and governance. Inequalities include differences between the rural and urban poor, with 33.4 per cent of the rural population living in poverty compared to 4 per cent in Dar es Salaam and 21.5 per cent in other urban areas.

High poverty levels and rapid population growth are exacerbating land and forest degradation, deforestation, loss of biodiversity, environmental pollution and deterioration of aquatic systems including water supplies and catchment areas. The unsustainable use of resources is in turn exacerbating poverty (Tanzania State of the Environment Report, 2014). The United Nations Environment Programme estimates annual deforestation in mainland Tanzania between 1995 and 2010 at 372,816 hectares, equivalent to 1.7 per cent of the total forest area.

Other major challenges that have a significant bearing on poverty are climate change and natural disasters, which affect women's livelihoods in agriculture due to their restricted access to paid employment and dependence on climate-sensitive sectors (Economic and Social Research Foundation, 2013). The consequences of climate change for agriculture and food security are serious due to the country's reliance on rain-fed agriculture, both as a source of income and providing food for consumption. Climate projection models used to predict crop yield changes for 110 districts show that food security will deteriorate as a consequence of climate change (Arndt, Farmer, Strzepek and Thurlow, 2012).

In addition, overfishing, livestock overstocking, poaching and illegal wildlife trade have had major impacts on the environment and poverty. A recent census conducted by the Tanzania Wildlife Research Institute (TAWIRI) shows that the Tanzanian elephant population has decreased by 60 per cent to 43,000 between 2005 and 2015 due to poaching and illegal trade in ivory.

UNDP's Environmental Programs

The UNPD 2016-2021 Country Program Document (CPD) includes three pillars: Pillar I. Inclusive economic growth and poverty reduction; Pillar II. Environment sustainability, climate change and resilience; and Pillar III. Inclusive democratic governance. The objective of the outcome evaluation is to assess how the outputs of Pillar II projects have contributed to the Pillar's outcome of:

Improved environment, natural resources, climate change governance, energy access and disaster risk management.

The project portfolio under Pillar II includes:

- Securing Watershed Services - Ruvu & Zigi catchments Project (SWS)
- Strengthening climate information and early warning systems in Tanzania for climate resilient development and adaptation to climate change project (SCIEW)
- Sustainable Energy for All Project (SE4ALL)
- Enhancing Climate Change Resilience in Zanzibar(also known as Zanzibar Climate Change Program ZCC)
- Combating Wildlife Poaching Project(CWP)
- Support to Early Recovery Project (SER)
- Forest Nature Reserves (FNR)

Main Findings

Tanzania faces significant environmental challenges due to land degradation, resulting from unsustainable use and management of resources and the increasing impacts of climate change. The quality of livelihoods of both rural and urban populations are linked to the quality of the environments that support agricultural production, watersheds that supply water for drinking and agriculture, forests and woodlands that provide timber and non-timber products and protected areas for their native biodiversity supporting the tourism industry.

Consistent support in terms of funding, expertise and technical knowledge over the years have earned UNDP a respected position within government and with the communities where UNDP works. Government Ministries, Departments and Agencies (MDA), Local Government Authorities (LGA) and communities report that they have benefitted from project activities and that they would like UNDP to further scale-up their support.

The Environment Pillar objective and outputs have resulted in projects designed to work with MDAs and LGAs to create sustainable solutions to improve natural resource management, to more effectively respond and adapt to climate change impacts and to improve access to sustainable energy sources.

The Environment Pillar has been successful in implementing and delivering on the objectives defined by projects, with effective and efficient completion of tasks to achieve and in many cases, exceed, project targets related to protection and rehabilitation of the environment, improved early warning systems for disaster risk reduction and greater access to clean, renewable energy technologies.

The introduction of AIG activities to communities was challenged by the limited time available for projects to ensure AIG become self-sustaining and the limited capacity of government to provide ongoing technical support after project closure.

Projects have achieved increased community awareness of and resilience to the impacts of climate change. However, these achievements are modest when the scale and magnitude of increasing climate change impacts is considered, suggesting much more work is needed to support climate-resilient livelihoods of marginalized groups, especially women.

Recommendations	Responsible Party(ies)
<p>1. Deliver more transformative approaches and interventions tailored to address the specific needs of women, youth, and people with disability through the following:</p> <ul style="list-style-type: none"> (i) including strategies, indicators and targets on these aspects in the new CPD and ensure they are included in new project proposals; (ii) build the capacity of MDA and LGA on proven methods of mainstreaming gender-responsive planning and management; (iii) build the capacity of MDA and LGA to better understand and promote the UNCRPD, to collect PWD disaggregated data and to work with DPO to identify needs and solutions; (iv) include gender analysis and development of a gender action plan in project design. 	UNDP CO
<p>2. Ensure projects build on and make use of local village/ community technical skills when implementing project activities, for example local masonry in construction and clearing of protected area boundaries, and ensure equal representation of women when utilizing local community resources.</p>	Implementing Partners
<p>3. Sensitization, awareness and early warning for disaster risk reduction must be designed to reach the most remote areas and all vulnerable groups, especially women, youth, elderly and PWD to ensure everyone, everywhere receives early warnings and knows how to respond when climate disasters occur.</p>	UNDP CO
<p>4. UNDP projects should be implemented at appropriate geographic scale to address environmental issues. For example, establishing and strengthening mechanisms at the watershed level will be most effective in improving water supply and conservation projects must work at the scale consistent with the size and connectedness of habitats required to achieve sustainable protection of native biodiversity.</p>	UNDP CO

Recommendations	Responsible Party(ies)
<p>5. Project design should establish the framework for an exit strategy the clearly outlines a sustainable path for project activities after project closure. It is recognized some components of an exit strategy will be finalized during project implementation, such as, the modality of commitments from responsible parties for the continuation and scaling-up of project activities. To ensure there is sufficient time for implementation of the exit strategy, it should begin two years before project closure. The framework for an exit strategy may include:</p> <ul style="list-style-type: none"> (i) ensuring a solid foundation is established for the completion and/or implementation of government policies, legislation, and/or strategies initiated by the project and that government will have the capacity for their implementation when approved; (ii) parties responsible for providing ongoing support to project activities after project closure, have the necessary capacity and plan to monitor and provide the support as needed to ensure sustainability; (iii) a strategy (e.g., five-year plan) is developed to sequentially scale-up project activities into areas/communities that were not included in the project by identifying responsible parties and the required budgets that may be needed for inclusion in government's annual budgets. 	<p>UNDP CO and Implementing Partners</p>
<p>6. Ensure project design includes a project implementation plan with logical sequencing of activities to ensure foundational elements of a project are completed, including baseline studies and project sensitization at the local level, that sufficient time is scheduled to ensure sustainable outcomes of project activities (i.e., training, testing, monitoring, and adaptive management) and an exit strategy is initiated two years before project closure.</p>	<p>UNDP CO and Implementing Partners</p>
<p>7. Environmental Pillar project design must recognize the scale of environmental issues targeted will most always be larger than the capacity (time, budget, staff) of any one project to address. Therefore, to be most effective projects should always include mechanisms that will lead to the replication and scaling-up of activities, within all localities where they are needed, following project closure. This may include capacity development of government, NGOs, private sector and communities to work towards an equitable, sustainable and climate-resilient future.</p>	<p>UNDP CO</p>

Recommendations	Responsible Party(ies)
8. Increase the mainstreaming of “Nature-Based Solutions” approaches to addressing social, economic and environmental challenges to sustainable development, climate change adaptation and conservation of biodiversity.	UNDP CO

Lesson Learned

The SWS, FNR, SER and SCIEWS projects provide examples where the sustainability of project activities is assured through the establishment of a Project Coordination Unit (PCU) or Project Management Unit (PMU) that is fully integrated into the government agencies that will take over the responsibility for ongoing support, replication and scaling-up of post-project activities. PCU/PMU established within the existing government structure ensures that at project closure the capacity development of the government office and staff engaged in the project will, in large measure, remain in place conserving the knowledge and experience of project staff, with policies, plans and budgets also in place to support future activities thereby providing the best possible chance for project sustainability.

The SWS project demonstrated land use planning can move beyond sector or individual resource-based planning. The SWS project facilitated the formation of a multidisciplinary team of land-use planners that worked with local communities to develop integrated, sustainable land use management plans that address a wide array of land management issues.

LGAs have been shown to be crucial to the effective delivery of UNDP Environmental Pillar projects. Project design, however, provides a larger share of budget to MDAs and comparatively few resources to LDAs. Whereas LDAs have, in large measure, the responsibility to provide ongoing support that ensures the long-term sustainability of project activities in local communities. Greater project support of LDAs should enhance the sustainability of project outcomes.

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Acronyms and Abbreviations

AIG	Alternative Income Generating
CBD	Convention on Biological Diversity
CCRO	Certificates of Customary Rights of Occupancy
CPD	(UNDP) Country Programme Document
CSO	Civil Society Organisation
CWP	Combating Wildlife Poaching Project
DPO	Disabled Persons Organization
DRR	Disaster Risk Reduction
FNR	Forest Nature Reserve Project
GD	Group Discussions
GEF	Global Environment Facility fund
GoT	Government of Tanzania
KII	Key Informant Interviews
LGA	Local Government Authority
MDA	Ministries, Departments and Agencies
NBS	National Bureau of Statistics
NEP	National Environmental Policy
NIM	National Implementation Modality
NFR	National Forest Reserve
NGO	Non-Government Organisation
PCU	Project Coordination Unit
PMU	Project Management Unit
PPP	Public-Private-Partnerships
PSC	Project Steering Committee
PWD	Persons With Disability
ROAR	Results Oriented Annual Report
SCIEW	Strengthening Climate Information and Early Warning Systems Project
SDG	Sustainable Development Goal
SE4ALL	Sustainable Energy for All Project
SER	Support to Early Recovery Project
SLM	Sustainable Land Management
SWS	Securing Watershed Services through SLM Project
TE	Terminal Evaluation
TFS	Tanzania Forest Services Agency
ToC	Theory of Change
TOR	Terms of Reference
TWIRI	Tanzania Wildlife Research Institute
UNCRPD	United Nations Convention on the Rights of Persons Disabilities
UNDAP II	United Nations Development Assistance Programme II
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change
VICOBA	Village Community Banking
ZCC	Enhancing Climate Change Resilience in Zanzibar(also known as Zanzibar Climate Change Program ZCCP)

1 Introduction and Overview

1.1 Country Program Document Rationale

The United Republic of Tanzania has recorded sustained growth of more than 6 per cent since 2007 (National Bureau of Statistics 2014) and is positioning itself to become a middle-income country by 2025. The country has made progress in human development, as reflected in the improvement of its Human Development Index from 0.352 in the 1990s to 0.488 in 2013 and is on track to meet four of the seven Millennium Development Goals, for reducing infant and under-five mortality, combating HIV and AIDS, malaria, universal primary education, and addressing gender equality (Human Development Report 2014 and Tanzania Millennium Development Goal report 2014). The country has continued to sustain peace and political stability since adopting multiparty democracy in 1995, including internationally through its critical role in the East African region.

Despite these achievements, challenges remain in the areas of sustainable inclusive growth, shared prosperity, sustainable environment and natural resources, and governance. Inequalities include differences between the rural and urban poor, with 33.4 per cent of the rural population living in poverty compared to 4 per cent in Dar es Salaam and 21.5 per cent in other urban areas.

With high annual population growth (2.7 per cent in a population of approximately 49 million), combined with about half of the population being below the age of 15 years, the labour market has approximately 1 million new entrants every year. Weaknesses in employment and empowerment policies, as evidenced by ongoing reviews of these policies, and low capacity for implementation of development programmes are binding constraints in the creation of sufficient decent jobs for new entrants. The most direct way for poor households to escape poverty is to generate sufficient long-term income from labour (World Bank, 2014).

High poverty levels and rapid population growth are exacerbating land and forest degradation, deforestation, loss of biodiversity, environmental pollution and deterioration of aquatic systems including water supplies and catchment areas. The unsustainable use of resources is in turn exacerbating poverty (Tanzania State of the Environment Report, 2014). The United Nations Environment Programme (UNEP) estimates annual deforestation in mainland Tanzania between 1995 and 2010 at 372,816 hectares, equivalent to 1.7 per cent of the total forest area.

Other major challenges that have a significant bearing on poverty are climate change and natural disasters, which affect women's livelihoods in agriculture due to their restricted access to paid employment and dependence on climate-sensitive sectors (Economic and Social Research Foundation ESRF, 2013). The consequences of climate change for agriculture and food security are serious due to the country's reliance on rain-fed agriculture, both as a source of income and providing food for consumption. Climate projection models used to predict crop yield changes for 110 districts show that food security will deteriorate as a consequence of climate change (Arndt, Farmer, Strzepek and Thurlow, 2012). Although there are differences in impacts across households by both region and income, the country's State of the Environment Report (2014) estimates the impact of climate change on agriculture at about 1.12 per cent of gross domestic product per year.

In addition, overfishing, livestock overstocking, poaching and illegal wildlife trade have had major impacts on the environment and poverty. A recent census conducted by

the Tanzania Wildlife Research Institute (TAWIRI) shows that the Tanzanian elephant population has decreased by 60 per cent to 43,000 between 2005 and 2015 due to poaching and illegal trade in ivory.

Anchored on the Long-Term Perspective Plan, Tanzania Development Vision 2025 and the United Nations Development Action Plan (UNDAP II) 2016-2021, the proposed country programme is intended to help citizens, especially youth, disabled and women living in absolute poverty, to improve their lives. The value added by UNDP includes the contribution of knowledge products in policy design; bringing human development perspectives to policy debates; best practices in gender mainstreaming; workable capacity development approaches; and establishment of partnerships and networks in implementing and monitoring of national initiatives targeting the poor and marginalized groups. The overarching strategic thrust is strengthening the capacities of national actors, systems and institutions through targeted and catalytic interventions that accelerate broad-based economic growth and safeguard development gains against endogenous and exogenous shocks. The programme is framed around three linked and mutually reinforcing strategic priorities: (a) inclusive economic growth and poverty reduction; (b) environmental sustainability, climate change and resilience; and (c) democratic governance. Knowledge products and South-South cooperation will facilitate innovation and scale up good practices in the strategic priority areas.

1.2 Country Program Document Pillar Overview

The UNPD 2016-2021 CPD includes three pillars:

Pillar I. Inclusive economic growth and poverty reduction

Pillar II. Environment sustainability, climate change and resilience

Pillar III. Inclusive democratic governance

This evaluation is being conducted on Pillar II. Environment sustainability, climate change and resilience.

UNDP Tanzania is supporting poor women and communities in 28 targeted districts that constitute highly degraded areas, aiming to reduce poverty through environmental conservation, employment creation and sustainable livelihoods. Priorities include support to articulation of a strong national response to threats to natural resources such as deforestation, land degradation, loss of biodiversity and illegal wildlife trade. Support also includes strengthening the capacity of relevant ministries and selected districts to formulate and effectively implement environmental and natural resource management policies, strategies, and regulations. This is done in partnership with UNEP and key government institutions dealing with conservation and management of national parks, forestry and the wildlife and tourism sectors.

UNDP deploys its global and regional knowledge network and South-South cooperation to achieve the planned results. In doing so, UNDP seeks to strengthen the capacities of communities and Local Government Authorities (LGAs) to address climate change adaptation, mitigation, and governance challenges, taking into account men and women's different vulnerabilities to climate change. Support is also provided to the relevant ministries to implement key outputs of the National Adaptation Plans (for the mainland and Zanzibar) and National Climate Change Strategy and the Zanzibar Climate Change Strategy respectively.

UNDP strives to strengthen the provision of accurate climate information and early warning systems for disaster preparedness, response, and recovery. This upstream capacity-building and two pilot projects were scaled up in 28 districts in partnership with the Tanzania Meteorological Agency. Further, UNDP seeks to ensure that poor communities have better access to clean energy by partnering with the private sector and assisting the Government in promoting equitable access to renewable energy sources, improved energy standards, energy efficient technologies and clean energy practices. Downstream interventions for income generation and scaling up new energy-saving technologies are also supported to contribute to reducing the burden of women's unpaid care work and draw lessons from the previous programme cycle to inform planning and policy making.

1.3 Country Program Document Pillar II Outcome and Outputs

The UNDAP II Outcome for Pillar II is:

Improved environment, natural resources management, climate change governance, energy access and disaster risk management.

This is contributed to by the three specific outputs shown below:

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

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

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

1.4 Development Context

Physiographic Environmental Context

Tanzania is the largest country in East Africa, with an area of 945,087 km². Geographically there is representation of a wide range of environments including the offshore islands of Zanzibar and Pemba, relatively wide (up to 200 km) coastal plains and lowlands in the east and southeast, with most of the country represented by a high elevation plateau (1000-2000 m) and fringing mountains which extends inland to the western and northern boundaries.

Tanzania also includes representation of large freshwater lakes, including Lake Victoria, Lake Tanganyika, and Lake Nyasa. In the north there is a series of large mountains which arise from the plains, including Mount Kilimanjaro and Mount Meru. The Great Rift Valley runs from north-east Africa through central and southern Tanzania. The rift valley is dotted with lakes, including Lakes Rukwa, Tanganyika, Nyasa, Kitangiri, Eyasi and Manyara, as well as the scenic Ngorongoro Crater. From the highlands and the central plateau flow drainage systems connected to the Indian Ocean, Atlantic Ocean, and Mediterranean Sea. Physical features vary from a narrow coastal belt with sandy beaches to an extensive plateau covered by savannah and woodland vegetation with altitude ranging from 1,000 to 2,000m

Tanzania has a tropical climate with regional temperature variation due to topography; the highlands temperatures range between 10° and 20°C during cold and hot seasons respectively, while in lowland areas temperatures rarely fall below 20°C. Seasonal rainfall is driven mainly by the migration of the Intertropical Convergence Zone. Northern and eastern areas of Tanzania have two distinct wet periods – the short rains (or "Vuli") from October to December and the long rains (or "Masika") from March to May. The southern, western, and central parts of the Tanzania have one wet season from October to April or May. Annual

rainfall amounts vary from 200-800 mm in central areas resulting in dry or semi-arid environments and 800-2000+ in western and eastern areas resulting in moderately wet to wet environments



Figure 2. Physiographic features of Tanzania

Biological Environmental Context and Significance

Tanzania's large size, wide range of biophysical environments and connection to natural areas in adjoining countries results in very high plant, animal and ecosystem diversity with many areas recognized for their global significance. Over thirty major vegetation communities are recognized, hosting more than 10,000 plant species (>15% are endemic), >300 mammal species, >1,100 birds' species (one of the largest avifauna in Africa, with 56 species of global conservation concern) and >360 species of herpetofauna (99 are endemic). The following paragraph from the executive summary of the National Biodiversity Strategy and Action Plan 2015-2020 summarizes the significance of Tanzania's biological diversity:

Tanzania boasts an extraordinary wealth of biodiversity at ecosystem, species and genetic levels and is one of twelve mega-diverse countries of the world. It is one of the top five African mega-diverse countries, hosting more than one-third of the total plant species on the continent and about 20% of the large mammal population. the

biodiversity wealth [is] featured in the numerous globally recognized hot spots protected in a network of 16 National Parks, 3 Biosphere Reserves, 4 World Heritage Sites, 28 Game Reserves, 42 Game Controlled Areas, 38 Wildlife Management Areas, 109 Forests, 4 Marine Parks, 17 marine reserves and 4 Ramsar Sites.

Socio-Economic Context

Tanzania's population of over 57M (2017) has one of the fastest growth rates in the world (2.7 %/year) with a projected increase to 67M in 2025 and 89.2M in 2035. Rapid population growth rate challenges government efforts to reduce poverty through access to education, health, and water as population rates outpace the supply of these social services.

Consequently, despite efforts between 2007 and 2016 that have reduced the country's poverty rate from 34.4% to 26.8%, the absolute number of poor people has held at about 13 million and the country remains within the category of countries with low levels of human development, ranked 151 out of 188 countries globally.

The population is largely rural, and the economy depends significantly on the sustainable use of natural resources in the form of agriculture, livestock, forestry, fisheries and tourism development. Agriculture which is characterized as underdeveloped, contributes >25% to GDP and employees >80% of the workforce. Forestry is important in the context of providing 90% of the energy resources used (primarily charcoal and firewood) and 75% of construction materials used. A rapidly expanding tourism development sector contributed 17% of GDP and 25% of foreign exchange earnings in 2017.

1.5 Country Program Document Risk Assessment

This CPD outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and the internal control framework.

During the country programme cycle, UNDP uses the programme management arrangements developed for the UNDAP II, involving United Nations and government counterparts in addition to project oversight committees. UNDP intended to move from practice silos to portfolio-based management through reorganization of programme areas; strengthen communication, staff learning and training for high-quality programme and project formulation; and strengthen the integrated approach to implementation. Job creation, protecting the environment and giving a voice to the poor being at the centre of UNDP projects to achieve sustainable development.

Challenges to successful implementation of this country programme include low capacity of national partners to match the ambitious development targets of Vision 2025 and implementation; the country's graduation to middle-income country status with the associated challenges of sustaining economic growth and addressing poverty and inequalities; and global developments and crises that could lead to resource reductions and economic instability. This country programme therefore places more emphasis to support strengthening government's capacities for domestic resource mobilization and attracting government cost-sharing as a potential source of UNDP funding. To build resilience against global financial and economic shocks, UNDP, in collaboration with the World Bank, AfDB, development partners and research institutions, aimed to enhance national capacities for economic intelligence, policy and analytic work on the potential impacts of global developments and appropriate risk mitigation; and for expanding fiscal space, including leveraging alternative sources of development financing from non-traditional sources.

Using the harmonized approach to cash transfers, including a macro assessment of the public financial management system and micro assessments of implementing partners, UNDP helps to mitigate risks associated with the Government's implementation capacity. In consultation with implementing partners, UNDP devised mechanisms for addressing delays in delivery of funds (partly through direct payment).

1.6 Country Program Document Proposed Monitoring and Evaluation

To track progress and quantify progress and results, UNDP has developed a robust mechanism for monitoring and evaluation projects, programs, and activities. Nevertheless, quality key national data are limited in some areas, including employment, poverty, environment, gender, natural resources, climate change and governance, particularly at subnational level. This hinders the analysis of poverty, inequality, and exclusion. To address this challenge, UNDP is working closely with the Government on this issue, and the National Bureau of Statistics (NBS) has prioritized indicators and data from the Sustainable Development Goals that are relevant in the Tanzanian context.

On the other hand, UNDP in collaboration with other United Nations agencies, the World Bank, the private sector, foundations, and academic institutions, support the strengthening of the capacities of key institutions responsible for national statistics and monitoring and evaluation through the Tanzania Statistical Master Plan and Poverty Monitoring Master Plan. The implementation of the plan enables the Government and stakeholders to undertake surveys, e.g., population and housing surveys, Demographic and Health Survey, Household Budget Survey, administrative data collection and reporting on national development. Through established partnerships, the Government and key institutions will be able to produce reports on the Sustainable Development Goals and other sectoral reports.

Furthermore, UNDP is helping to address gaps in baselines and targets for this country programme by conducting baseline studies and set aside at least 5 per cent of the programme budget to support strengthening the monitoring and evaluation capacity of partners, national data, and implementation of evaluation plans. In collaboration with other United Nations agencies, UNDP works with the NBS and Tanzania Social Action Fund to ensure that important parameters of data sets such as social protection, employment, gender, natural resource, and governance at subnational level are included in the surveys that are carried out.

Similarly, to strengthen its internal capacity, UNDP hires specialists in monitoring and evaluation and gender equality to complement and retrain the programme staff. Accordingly, the Atlas gender marker and gender impact evaluation are used to monitor the programme's gender investment and results.

2 Evaluation Scope and Methodology

2.1 Evaluation scope

The objective of the outcome evaluation is to assess how the outputs of the Environment Sustainability, Climate Change and Resilience Pillar projects have contributed to the Pillar's outcome of:

Improved environment, natural resources, climate change governance, energy access and disaster risk management.

The evaluation will also assess the linkages of project outcomes to national priorities on the environment and climate change.

The evaluation is intended to provide results and lessons learned to inform those preparing the next CPD for UNDP Tanzania Country Office.

The ToR for the Terminal Outcome Evaluation on the Environment Sustainability, Climate change and Resilience Pillar, is provided in Appendix 1.

The project portfolio under Pillar II includes engagement and geographic coverage in Tanzania that includes national, regional, local governments and communities, private sector, development partners, research, academia and CSOs. At the national level, there have been projects implemented in the Division of Environment and under the Vice President's Office. At the district level there have been interventions with Ministries, Departments and Agencies (MDA) and LGAs in selected districts and communities in specific locations. The target audience under Pillar II has ranged from senior policymakers at the central and local government level, Protected Area (PA) Authorities and community members.

A set of outcome indicators, baselines and targets were established for Pillar II of the CPD. Reporting on indicators is made in Results Oriented Annual Reports (ROAR). Data were not available to provide a final assessment of the Outcome Indicators as shown in **Appendix 2**.

2.2 Evaluation criteria and questions

This Terminal Outcome Evaluation on the Environment Sustainability, Climate Change and Resilience Pillar will assess and measure the progress and achievements made by the Pillar to deliver the outputs supporting the outcome, and the factors that supported, or the constraints which challenged, the ability of UNDP projects to successfully complete outcomes.

The evaluation will consider the processes, approaches and strategies that were used to develop and implement projects under the Pillar. It will also assess the relevance and strategic position of UNDP supported projects to the Republic of United Tanzania national priorities, frameworks and strategies on sustainable environmental development and addressing the challenges of climate change. The evaluation will report on the success of partnership strategies and synergies creating coherent programming under the Pillar.

The evaluation criteria included relevance/coherence, effectiveness, efficiency, sustainability, human rights, gender equality, and disability. Questions used in Key Informant Interviews (KII) and Group Discussions (GD) for each criterion are shown in **Appendix 3**.

2.3 Evaluation Approach and Methodology

In line with the TOR for this assignment (**Appendix 1**), the Evaluation Team includes the national consultant (Bwire Munubi) and international consultant (Brent Tegler). The proposed Terminal Evaluation (TE) methodology has been developed in the context of Covid 19 restrictions and social distancing measures required by the Tanzanian government in response to the Covid-19 pandemic. The evaluation methods included:

- i. An in-depth review of all the key documents available, a remote interview schedule (using Skype, Zoom, WhatsApp, etc.) with select stakeholders developed in consultation with UNDP (**Appendix 4**).
- ii. A field mission with associated face-to-face stakeholder interviews conducted by the national consultant, involving the international consultant remotely where possible (**Appendix 5**). and
- iii. Preparation of draft and final evaluation reports together with an audit trail documenting responses to comments and feedback provided by UNDP and other key stakeholders as necessary.

UNDP projects supporting the evaluation are shown in **Table 1** below.

Table 1. UNDP Projects Supporting Terminal Outcome Evaluation

Name of project	Status of project	Partner
1. Securing Watershed Services - Ruvu & Zigi catchments Project (SWS)	closed	Ministry of Water
2. Strengthening climate information and early warning systems in Tanzania for climate resilient development and adaptation to climate change project (SCIEW)	closed	Vice-President's Office, Department of Environment/ Prime Minister's Office
3. Sustainable Energy for All Project (SE4ALL)	ongoing	Ministry of Energy & Minerals
4. Enhancing Climate Change Resilience in Zanzibar(also known as Zanzibar Climate Change Program ZCC)	ongoing	Zanzibar Revolutionary Government (GOZ) First Vice-President's Znz
5. Combating Wildlife Poaching Project(CWP)	ongoing	Ministry of Natural Resources & Tourism (MNRT)
6. Support to Early Recovery Project (SER)	closed	United Nations Development Programme (UNDP) Kagera Reg-Admin Secretary
7. Forest Nature Reserves (FNR)	closed	Tanzania Forest Service (Agency) - TFS

The evaluation team will review and analyze relevant documentation as listed in the ToR as well as any other documents that may provide information for the TE. Documents to be reviewed include:

- United Nations Development Assistance Plan 2016-2021
- UNDP Country Programme Document 2016-2021
- UNDP Results-Oriented Annual Report (ROAR) reports
- Theory of change and results framework for environment pillar
- Project Documents, reports and project evaluation reports available for the following projects:
 - Forest Nature Reserves Project – ProDoc and TE
 - Securing Watershed Services through SLM (Zigi and Ruvu water catchments) – ProDoc and TE
 - Support to Early Recovery (Kagera Recovery Programme) – ProDoc (no TE available)
 - Enhancing CC Resilience in Zanzibar – ProDoc (no TE available)
 - Strengthening climate information and early warning systems in Tanzania for climate resilient development and adaptation to climate change – ProDoc and MTR
 - Combating Wildlife Poaching – ProDoc
 - Sustainable Energy for All – ProDoc

In order to supplement information from the literature and collect firsthand and real-time evidence, the evaluation team will conduct face-to-face and/or virtual interviews with relevant stakeholders, including:

- UNDP staff (managers, programme /project officers, regional staff);
- Project implementing and responsible partners including policy and decision-makers both at the central and local government, project managers from within relevant MDAs;
- Beneficiary groups (e.g., communities, Civil Society Organisations (CSO) and private sector) who have participated in relevant UNDP projects; and
- Donors.

A complete list of stakeholders consulted is provided in **Appendix 4**. The schedule for meetings with stakeholders is provided in **Appendix 5**.

Stakeholder consultations followed ethical guidelines to ensure safe, non-discriminatory, respectful engagement of stakeholders following UNEG 'Ethical Guidelines for Evaluations'. Those who participated in the evaluation were informed of the purpose of the evaluation, that their participation was voluntary, and that all information is confidential. The engagement approach went beyond simple questioning to include *self-reflection and action-oriented learning* among participating stakeholders. Evaluation findings are therefore reinforced among participating stakeholders, contributing to the strengthening and sustainability of project outputs and impacts.

3 Data Analysis

3.1 Relevance/Coherence

Tanzania faces significant environmental challenges due to land degradation, resulting from unsustainable use and management of resources and the increasing impacts of climate change. The quality of livelihoods of both rural and urban populations are linked to the quality of the environments that support agricultural production, watersheds that supply water for drinking and agriculture, forests and woodlands that provide timber and non-timber products and protected areas and their native biodiversity supporting the tourism industry.

Tanzania participates in international efforts aimed at improving the environment, such as the Convention on Biological Diversity (CBD), United Nations Framework Convention on Climate Change (UNFCCC), and Sustainable Development Goals (SDG). Nationally Tanzania has strategies and policies that target the environment, such as the National Biodiversity Strategy and Action Plan, National Climate Change Response Strategy, National Environment Policy, National Policy for Tourism, National Energy Policy, and National Strategy for Growth and Reduction of Poverty.

There are, therefore, a wide-range of environmental issues and needs, and the environment pillar projects can be shown to be relevant to multiple goals and actions articulated in these documents.

The pillar's projects are aligned with the top five SDGs in Tanzania. The FNR and SWS project objectives to protect healthy watersheds support SDGs 2 and 3, by ensuring water supply for agriculture and human health and well-being. The FNR, SWS, SER and ZCC projects promote alternative income generating (AIG) activities that are gender balanced supporting SDGs 1 and 5. The SE4ALL project seeks to integrate the multi-tier efforts of the country towards providing universal access to energy, increasing the energy efficiency and renewable energy aspects thereby supporting the attainment of SDG 7.

"Given the regular disasters especially flooding that affected the lowland areas in Arumeru it was very necessary that we have such a project to try to put in place some mechanisms/systems to help with early warning and enable us to respond immediately. The project was designed to address this, and we can say without no doubt that this was achieved."

Early Warning Systems focal person from Arumeru District council.

The top five SDGs in Tanzania ranked based on the percent of proposed funding received are:

- Zero Hunger (SDG 2) 26% of total funding
- Good Health and Well-Being (SDG 3) 18% of total funding
- No Poverty (SDG 1) 10% of total funding
- Peace, Justice, and Strong Institutions (SDG 16) 9% of total funding
- Gender Equality (SDG 5) 7% of total funding

The SWS and FNR projects are strongly aligned with SDG 15 Life on Land - Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss, which receives 2.5% of SDG funding in Tanzania.

Relevant delivery methods are promoted by environmental pillar projects facilitating ownership and participation delivering intended results. This includes enhancing the capacity of government to implement participatory approaches that consult and work with beneficiaries to better understand and address local needs, including the needs of women, youth, and people with disability.

Projects working at the grass roots level in rural communities, deliver important benefits relevant to those most in need through strengthened created credit-based institutions, such as Village Community Banking (VICOBA), and enhanced capacity of LGAs to support local sustainable initiatives.

"The nature of the project was to involve all the stakeholders of water sources and water resources. It employed an integrated approach establishing Water User Associations and providing a platform for all the stakeholders to convene, deliberate and agree or address issues they faced. The project involved various stakeholders from various MDAs, LGAs, Private sector, NGOs, CSOs etc."

Project Coordinator SWS/SLM.

Environmental pillar projects address relevant environmental issues by protecting and restoring natural environments and native biodiversity, which in turn contributes to sustainable livelihoods, when watersheds provide water to communities and income generation is derived through sustainable resource use (e.g., tourism) and to climate change mitigation as intact, protected ecosystem sequester carbon.

The ZCC project is relevant to Zanzibar's Vision 2020 which refers to environmental sustainability and disaster risk management and to the Zanzibar Strategy for Growth and Reduction of Poverty 2016-2020 (MKUZA III by its initials in Swahili) which includes environmental sustainability and climate change resilience as one of its five key result areas, focusing specifically on improving gender-responsive climate change adaptation and mitigation measures.

3.2 Effectiveness

In addressing environmental issues and needs environmental pillar projects are most effective when they demonstrate successful and sustainable implementation of project activities, while at the same time developing the capacity within government and communities to replicate and scale-up project activities to all localities where they are needed.

Effective projects implement an exit strategy that ensures stakeholders understand, accept and have the capacity to sustain and scale-up project activities. The most effective exit strategies implement policies and strategies through the development of concrete future work plans with committed budgets that will continue to support and expand activities post-project.

Government staff and other stakeholders were effective in implementing UNDP supported projects that worked with communities to develop AIG activities, improving the livelihoods of beneficiaries. Successful examples include, farming butterflies for export, keeping bees to make honey, growing timber, and fruit trees for commercial gain, and working with small-scale revolving loan systems that provide micro-finance for various locally appropriate income generating activities.

Environment pillar project have been effective in increasing the capacity of government authorities in 28 districts to monitor and forecast droughts and floods through the development of a Flood and Drought Forecasting Models and the operationalization training of staff from the Ministries of Water, Land, Transport, the Tanzania Meteorological Agency, the First Vice President's Office – Zanzibar (Division of Environment), and the Prime Minister's Office – Disaster Management Department on their use. This includes, the knowledge to generate, analyze, interpret, and disseminate data on flooding and droughts for greater preparedness.

UNDP environment pillar projects have been effective in adopting approaches that target women and vulnerable households by increasing the knowledge and capacity of Government to support cooperatives which replicate project benefits more widely. This is evident in the choice of project objectives that include activities and targets which focus on mechanisms to reach marginalized groups while at the same time addressing the need for wider coverage so that a range of poor, marginalized, less poor and more able households receive benefits.

Most of the pillar's projects were effective at contributing to improvements to village governance, through enhanced participatory practices and support to VICOBA. Carefully selected and well-trained facilitators empowered government ministries, LGAs, and communities and mobilized beneficiary participation in projects that introduced sustainable land management practices, climate information systems and new AIG activities. Examples include, strengthening of key institutions such as the Tanzania Forest Service (TFS) which is responsible for the protection and management of forest reserves, through the FNR project which prepared management plans to protect, restore and sustainably manage 17 new National Forest Reserves (NFR) and the SER project which supported the establishment of the Regional Emergence Operations Center as part of the Disaster Risk Reduction (DRR) response team, composed of trained focal persons from different sectors and departments at region and district level with varying specialties and coming from different agencies.

"The modality used to impart knowledge and skills to VPO staff builds the capacity to continue with the coordination and oversight role even in the absence of UNDP technical expertise. This is one of the main benefits we have accrued from participating in the projects under UNDP."

VPO's representative, Tanzania mainland

The FNR project was very effective in regard to Outcome 1 associated with consolidating and improving the management of the NFR network but less effective in regard to the tasks associated Outcome 2 that included public-private-partnerships (PPP) to enhance tourism development which contributes to the provision of sustainable financing for FNRs. Supporting PPP, which is relatively new to UNDP development projects, has the capacity to provide long-term sustainable benefits with effective introduction that is locally appropriate, collaborative and with equitable participation and benefit sharing.

UNDP projects can develop methods that support collaboration with the private sector as key and necessary players contributing to enhancing the environment and responding to climate change. The FNR project is an example of how collaboration can achieve sustained results and is a catalyst for change, leading the way for greater PPPs supported by new legislation which permits private investment in NFR tourist development.

Collectively projects implemented under the Environment Pillar are effective in achievement of the objective to improve natural resource management, climate change governance, energy access and disaster risk management.

3.3 Efficiency

Environment Pillar Projects have been efficient in terms of the completion of outputs within budget and timelines, meeting or exceeding planned targets.

There has been efficient disbursement of planned funding supporting project implementation through the establishment of an effective Project Steering Committees (PSC), Project Management Units (PMU), implementing partner Non-Government Organizations (NGO) and local community collaborations.

Government MDAs and LGAs provided active support for project design and implementation. In most cases, project management benefited from readily available, in-kind support from government in terms of committed, qualified staff, especially those seconded to projects.

UNDP projects following National Implemented Modality (NIM) encounter slower procurement processes relative to those facilitated by UNDP. Nonetheless, NIM projects contribute to government transparency and accountability mechanisms which have improved over time. UNDP projects have carefully followed all national government financial regulations.

The issues addressed by projects under the Environment Pillar are generally widespread in Tanzania, extending well beyond the at-risk communities targeted by the fixed budgets of UNDP projects. Consequently, despite the efficient utilization of project funds, communities and government rightfully identify the need for significantly more funding to replicate and scale-up project activities in order to reach all of those in need. This was noted in the FNR, SWS and SER projects.

Delays in implementation as a result of COVID-19 restrictions resulted in lower initial budget disbursements which in turn necessitated large budget disbursements nearing project completion for the ZCC programme and SWS project.

Large, rapid expenditures as project closure approaches is generally not recommended as this can result in an inefficient use of financial resources due to reduced available time to include training, testing and adaptive management that contribute to sustainability.

Interviews with members of PSCs and PMUs across all projects confirmed the existence of strong financial management systems with

"Disbursement was affected right away from the start of the project. The total project budget was estimated at TZS 2.9 billion during the proposal stage but during the first year of implementation it was revised (down) to TZS 538.5 million equivalent to only 18.5%. Even after this new reduced budget, the total disbursement ended up at TZS 292.9 million equivalent to 54.3% of this new budget. This decreased more during the second year of implementation. However, it was largely attributed to COVID-19."

ZCCP focal person, First Vice President's Office,
Zanzibar

"The project provided funding to enable water basin boards and water user associations to perform most of their duties/mandates and monitor which was not possible prior to the project. Partnership arrangements were very ingenious, good, and productive among stakeholders and implementers. They allowed local innovations, local community and government led solutions to emerge."

SWS Project coordinator

"Resources were sufficient in the sense that infrastructures that were selected and agreed to be constructed received the money relatively on time. The scope of the project was very large compared to the actual needs of the project sites. Therefore, each site ended up getting very little."

RAS Kagera

satisfactory accounting and internal control systems utilizing project funds.

The efficiency of environmental pillar projects is derived, in part, from the inclusion of stakeholders and beneficiaries in project design to identify the root causes of environmental issues and locally appropriate, sustainable solutions that are incorporated into the project's Theory of Change (ToC).

Government officials interviewed approve of the procurement modality, whereby UNDP provides support for international procurement, as this reduces government costs and bureaucracy associated with international procurement. It was recognized however, that in the long term it will be necessary for the Government of Tanzania (GoT) to take on this responsibility and as such, government capacity building has been included in projects to address this need.

Target communities appreciated the opportunity for community members to participate in, and earn income from, project sponsored activities (such as construction) through UNDP project's use of the force account mechanism. It was described as an efficient and participatory modality that considers the needs of villages and village members. This approach utilizes local resources and materials, such as local masonry, and it provides opportunities for women and men to support project activities through the sale of merchandise and meals, a model that supports cashflow within communities during the project period. Beneficiaries report, *there were always opportunities to be involved and this enhanced ownership of the project*. Project committees and groups were trained on the Building Back Better model and the force account procurement process which has encouraged replication.

"Land use planning is a very costly exercise, although activities related to this component exhausted all the funding allocated for that purpose, they also took money from other project components (following recommendations from the Mid-term evaluation and project progress reviews) to support this exercise and still could not be finished. The exercise had to stop to not drain all the resources so that other project components also could be finished."

SWS Assistant Director Water Resources, Ministry of Water

"UNDP has been a great partner to VPO, and its support has enhanced most of what is observed as VPO's success. We have been supported with skills and technical support in preparing tools and strategies e.g in applying for funding"

Assistant Director of Environment, VPO

"The delivery method for the project was relevant to the context as it considered the use of district to village committees, including locals as implementers as well as to monitor the weather stations and rain gauge. The district council was given the coordinating role and I feel we owned the project because it gave us the opportunity to lead. Even today we still follow through on the installed weather stations and rain gauge, communicate with the Pangani Water basin on the progress and maintenance of these devices as well as addressing the challenges within our capacity."

Pangani Water Basin Officer

3.4 Sustainability

Institutions supported by UNDP projects show good prospect for the sustainability of community organizations and savings and loans groups. This is particularly true where financial viability has been established or strong community ties have been built. Self-sufficiency in the rural finance sector faces challenges from the mixed efficiency and effectiveness in the management of savings and credit organizations and weak support from government and non-government micro-finance agencies.

In some instances, even when support to grassroots organizations is included in government plans and budgets, the actual disbursement of funds may not occur. The SWS and FNR projects showed it is possible to sustain local organization with funds set aside by the water basin authorities and TFS respectively.

While some facilities and structures introduced have proved to provide long-term benefits, their sustainability has proven to be a burden to the institutions responsible their operation. In particular, interviews with Water Basin officers highlighted the benefits of weather stations and water gauges which provide important weather data to the Tanzania Meteorological Agency that is used to provide early warning to communities allowing them to properly prepare to respond for climate change disaster risks. Unfortunately, the weather equipment installed presents maintenance challenges as it requires replacement batteries that must be imported from overseas (Germany) and as the batteries are classified as “explosive” they are difficult and expensive to import. Where possible it would be useful for projects to work with government agencies to source equipment that meets government specifications while also being easy to maintain.

“The willingness of the leadership from the ministry, especially the Permanent secretary, enabled the basin authority to allocate funds in their budget for WUAs so that they are sustained.”

(Project Coordinator SWS/SLM).

The sustainability of some AIG activities has not always been assured. Within the time frame of a five-year project the introduction of AIG may not occur until the third year, leaving insufficient time for a project to provide sufficient initial and follow-up training and support needed for robust, sustainable establishment of a new AIG activity. When this is combined with a lack of available post-project technical support from government, AIG activities may often collapse. One example is beekeeping, an activity that requires a good deal of training and experience and which requires continuous management and maintenance for sustainability. A lack of government bee keeping technical extension workers threatens sustainability.

AIG sustainability may also be threatened if insufficient market-chain analysis is conducted, to ensure both the supply of products needed to support AIG activities and access to viable markets willing to purchase the products produced by AIG activities at a fair price. Fish farming groups were shown to be over-dependent on expensive purchased feeds brought in from outside. Market analysis may have led to the development of a strategy to use locally available materials to produce feed for fish farming.

When AIG activities fail, other outcomes of a project can be negatively impacted. For example, in the FNR project, if income is not available from AIG, communities may return to illegal activities that have a detrimental impact on protected areas, such as, encroachment, tree cutting, charcoal production, mining, hunting, agricultural expansion, and pasturing to meet their livelihood needs.

Sustainability in the context of replication and scaling up that has occurred with most Environment Pillar projects. Examples include:

(i) From the SER project, the Building Back Better model is being used in construction activities in the health and education sectors following the earthquake in Kagera; (ii) From the SWS project, there has been replication of the sustainable land use management model in protected and conservation areas in the Uluguru and East Usambara Mountains and the Ruvu River and Zigi River watersheds in the Eastern Arc Mountains reducing pressure

on protected areas, establishing proper land tenure and protecting watersheds and water resources; (iii) the FNR project initiated the planned expansion of new National Forest Reserves (NFR), the target of 5 gazetted NFR rose to 13 gazetted NFR with 3 additional FNR proposed for gazettement.

The replication and scaling-up of project activities can be enhanced through knowledge management that documents and shares positive results and lessons learned and ensures these are accessible to government and development partners.

3.5 Human Rights

In UNDP Environment Pillar project design, human rights are screened when activities are reviewed by Environmental and Social Safeguards. However, reviewing ProDocs reveals the link between project activities and their ability to address human rights is often not mentioned or poorly articulated. This is despite the fact that many projects include activities which, when successful, are able to make important contributions to human rights.

UNDP Environment Pillar projects working with poor, marginalized and indigenous groups, often including activities such as improved access to safe and secure water and AIG livelihood activities. These are examples of activities addressing basic human rights issues. Noteworthy is the fact that by addressing the human rights issues of marginalized groups, (e.g., providing access to water, land and climate-resilient livelihood activities), the root causes of environmental issues such as land degradation, encroachment into protected areas, wildlife poaching, illegal logging, etc. are also addressed.

Projects that have facilitated the issuance of Certificates of Customary Rights of Occupancy (CCRO) have strengthened land rights and land ownership within local communities. With CCRO communities and individuals have collateral and equal rights to access loans from microfinance.

At the national level, the project has supported the establishment and strengthening of a conducive environment for coordination and management of the various stakeholders involved in the protection of wildlife, e.g., the National Anti-Poaching Task Force, Tasking and Coordination Groups.

Combating Wildlife Poaching project focal person
MNRT.

3.6 Gender equality

Women are disproportionately impacted by unsustainable land and water management practices and the increasing negative impacts of climate change because women have a dominant role maintaining household and food security and securing water. And women are affected differently by development activities that involve natural resource management and climate change. Consultation with women is therefore important to understand their needs and appropriate solutions in environmental projects.

“The establishment of village disaster and risk management and response committees. These committees were trained on the identification of early warning signs, management, and response to disasters. These have been advocates of similar projects especially ones which will improve the infrastructures such as proper/well-built drainage systems.”

Early Warning Systems focal person in Arumeru

Tanzania as a strongly patriarchal society, with positions of power in government and the private sector dominated by men, a factor which tends to exclude women from decision making processes. Empowerment and advocacy for women and girls must be a priority to create more equitable development.

Gender analysis should be incorporated into baseline studies conducted as a part of project design. A gender action plan should be developed at project start-up to ensure the implementation of project activities and targets specific to the needs of women identified in the gender analysis are implemented, monitored and gender-disaggregated data is collected to measure benefits and document lessons learned.

While the environmental pillar projects reviewed have conducted gender mainstreaming during implementation, in future it is recommended that gender issues figure more prominently in project design with activities more directly targeting women and girls, including the capacity of all government departments to understand, integrate and apply gender-responsive planning and implementation of government policies, strategies and activities.

Project design must go beyond the often-used language of “encouraging” women’s participation by including activities exclusively designed by and for women with definitive targets for women’s inclusion that include criteria that captures and measures the diversity of women in the community, including women-headed households, women of different ethnic groups, elderly women, young women and girls, and women with disability.

Appropriate project design is reflected in the Strengthening Climate Information and Early Warning Systems in Tanzania for Climate Resilient Development and Adaptation to Climate Change project (SCIEW), that acknowledged the greater risk women and girls face in regard to climate change impacts by working with women-headed households to create accessible, gender-specific, early warning messaging.

The SE4ALL project recognized the use of biomass energy (wood fuel for cooking) has significant negative gender consequences, with 18,900 deaths of mainly women and children due to the air pollution, and consulted women

Based on risk of climate change and given the gender roll, women and girls are the ones who pose more stress associated with water scarcity and with the degradation of water sources. Moreover, women form the majority of rural dwellers whose subsistence is depending on rain fed-agriculture as their major source of livelihood. With less rain, fewer crops will be produced, thus negatively affecting household food security.

Strengthening Climate Information and Early Warning project Mid-Term Review

to understand and integrate their preferred energy for cooking solutions. In the ProDoc each project activity applied a gender mainstreaming lens to consider gender issues and identify strategies to address them and measure success.

For the SWS project indicators were amended to ensure gender disaggregated data that would permit assessment of the participation of women in project activities and the impacts on them. During project implementation efforts were made to consider gender issues, for example women involved in agriculture within the watershed were identified to involve them in a regional knowledge-sharing tour on payment from ecosystem services.

Gender analysis is important to establish baselines that document gender norms in regard to the participation of women, youth, and marginalized groups in income generating activities. For example: butterfly farming is known to be mainly an occupation of women in the East Usambara Mountains; beekeeping is almost exclusively done by men in terms of the hive keeping activities and women participate in honey production; tree planting is done by either men or women; and in eco-tourism, tour guides are generally men and those working in guesthouses and cooking are mainly women. Understanding these gender differences at the outset allows a project to develop activities directed at creating greater gender balance in Tanzanian society.

"The cattle trough in Kinyenzi village that have been built is still operational and serving both pastoralists and other communities around it with domestic water use. The pastoralist group that was established with its leadership composed of 4 women out of 10 has steered and maintained it to ensure that the benefits accrue to all, especially to women who are the most affected groups whenever there is water scarcity."

Secretary Pastoralist Association Kinyenzi Village, in Mvomero.

Environmental pillar projects have demonstrated their ability to change gender norms. For instance, in the SWS project, whereas pastoralism activities are traditionally led by men, increasing women's role in decision making was enhanced through their participation in the Kinyenzi pastoralist association which now consists of 45% women, with 40% the leadership committee now women. In the ZCC project, women formed half of the project implementation focal points and about 39% participated in technical capacity building sessions on climatology and climate change, topics that women may not traditionally participate in. In the FNR project the formation of Village Natural Resource Committees (VNRCs) encouraged the participation of women and reported 30% of its members being women. Alternately the FNR project could have set a target for equal representation of women on VNRCs. The FNR project gave priority to women's participation in project supported forest activities, such as conducting joint patrols; boundary maintenance or clearance; road maintenance and nursery operations, however there were no targets for inclusion and gender-disaggregated reporting was not undertaken to document these positive impacts for women.

3.7 Disability

Environment pillar projects have not included specific objectives, activities or targets for the inclusion of Persons With Disability (PWD). This is despite the fact an International Labour Organization study from 2009 reported there are more than three million women and men in Tanzania, or approximately 9 per cent of the population, with a disability and that PWD are among the most vulnerable groups in society.

In 2009 Tanzania ratified the United Nations Convention on the Rights of Persons with Disabilities. In 2010 Tanzania enacted the Persons with Disabilities Act providing for health care, social support,

accessibility, rehabilitation, education and vocational training, communication, employment, work protection and promotion of the basic rights of PWD.

The UNDAF II 2016-2021 for Tanzania acknowledges the rights and needs of PWD, particularly the exclusion of PWD from education, access to government health services, employment and development projects. UNDAF II made a commitment to support the GoT, investing in social protection, including the PWD Act of 2010. UNDP support was directed at improved government policies and capacity for inclusion, access to education and health services and improved data collection and disaggregation regarding PWD.

There is evidence of consideration of PWD in Environment Pillar projects. The SER project ensured that rebuilt infrastructure, such as classrooms, health centers, maternity wards, and latrines were designed and built with due consideration of the needs of women, girls, and PWD. The SCIEWS project acknowledged PWD are among the most vulnerable, but did not include activities to ensure PWD have access to climate early warning systems.

Environment Pillar projects could do much more to enhance the knowledge and capacity of development partners and government to integrate disability inclusive development into projects. This includes, refining the tools and guidelines used in project design, establishment of baselines that document the current status of PWD where projects operate and by including project activities, indicators and targets that measure the impact of projects on PWD.

There are opportunities to work with Disabled Persons Organizations (DPO) to broadly educate all stakeholders on the United Nations Convention on the Rights of Persons Disabilities (UNCRPD). Advocacy and dialogue with government and development partners will lead to greater awareness of their responsibility to acknowledge, respect, and protect the rights of PWD.

It is acknowledged the UNDP Environment Pillar has recently recruited a PWD climate change specialist who will have an opportunity to address inclusion of PWD in future projects.

4 Conclusions

Tanzania faces significant environmental challenges due to land degradation, resulting from unsustainable use and management of resources and the increasing impacts of climate change. The quality of livelihoods of both rural and urban populations are linked to the quality of the environments that support agricultural production, watersheds that supply water for drinking and agriculture, forests and woodlands that provide timber and non-timber products and protected areas with their native biodiversity supporting the tourism industry.

Consistent support in terms of funding, expertise and technical knowledge over the years have earned UNDP a respected position with the Tanzanian Government and communities. MDAs, LGA's and communities report that they have benefitted from project activities and that they would like UNDP to further scale-up their support.

The Environment Pillar of the UNDP II 2016-2021 objective and outputs are intended to work with MDAs and LGAs to create sustainable solutions to improve natural resource management, to more effectively respond and adapt to climate change impacts and to improve access to sustainable energy sources.

The Environment Pillar has been successful in implementing and delivering on the objectives defined by projects, with effective and efficient completion of tasks to achieve and in many cases, exceed, project targets related to protection and rehabilitation of the environment, improved early warning systems for disaster risk reduction and greater access to clean, renewable energy technologies.

The introduction of AIG activities to communities was challenged by the limited time available for projects to ensure AIG become self-sustaining and the limited capacity of government to provide ongoing technical support after project closure.

Projects have achieved increased community awareness of and resilience to the impacts of climate change. However, these achievements are modest when the scale and magnitude of increasing climate change impacts is considered, suggesting much more work is needed to support climate-resilient livelihoods of marginalized groups, especially women.

5 Recommendations

Recommendations	Responsible Party(ies)
<p>1. Deliver more transformative approaches and interventions tailored to address the specific needs of women, youth, and people with disability through the following:</p> <ul style="list-style-type: none"> (i) including strategies, indicators and targets on these aspects in the new CPD and ensure they are included in new project proposals; (ii) build the capacity of MDA and LGA on proven methods of mainstreaming gender-responsive planning and management; (iii) build the capacity of MDA and LGA to better understand and promote the UNCRPD, to collect PWD disaggregated data and to work with DPO to identify needs and solutions; (iv) include gender analysis and development of a gender action plan in project design. 	UNDP CO
<p>2. Ensure projects build on and make use of local village/ community technical skills when implementing project activities, for example local masonry in construction and clearing of protected area boundaries, and also ensure equal representation of women when utilizing local community resources.</p>	Implementing Partners
<p>3. Sensitization, awareness and early warning for disaster risk reduction must be designed to reach the most remote areas and all vulnerable groups, especially women, youth, elderly and PWD to ensure everyone, everywhere receives early warnings and knows how to respond when climate disasters occur.</p>	UNDP CO
<p>4. UNDP projects should be implemented at appropriate geographic scale to address environmental issues. For example, establishing and strengthening mechanisms at the watershed level will be most effective in improving water supply and conservation projects must work at the scale consistent with the size and connectedness of habitats required to achieve sustainable protection of native biodiversity.</p>	UNDP CO

Recommendations	Responsible Party(ies)
<p>5. Project design should establish the framework for an exit strategy the clearly outlines a sustainable path for project activities after project closure. It is recognized some components of an exit strategy will be finalized during project implementation, such as, the modality of commitments from responsible parties for the continuation and scaling up of project activities. To ensure there is sufficient time for implementation of the exit strategy, it should begin two years before project closure. The framework for an exit strategy may include:</p> <ul style="list-style-type: none"> (i) ensuring a solid foundation is established for the completion and/or implementation of government policies, legislation, and/or strategies initiated by the project and that government will have the capacity for their implementation when approved; (ii) parties responsible for providing ongoing support to project activities after project closure, have the necessary capacity and plan to monitor and provide the support as needed to ensure sustainability; (iii) a strategy (e.g., five-year plan) is developed to sequentially scale-up project activities into areas/communities that were not included in the project by identifying responsible parties and the required budgets that may be needed for inclusion in government's annual budgets; 	<p>UNDP CO and Implementing Partners</p>
<p>6. Ensure project design includes a project implementation plan with logical sequencing of activities to ensure foundational elements of a project are completed, including baseline studies and project sensitization at the local level, that sufficient time is scheduled to ensure sustainable outcomes of project activities (i.e., training, testing, monitoring, and adaptive management) and an exit strategy is initiated two years before project closure.</p>	<p>UNDP CO and Implementing Partners</p>
<p>7. Environmental Pillar project design must recognize the scale of environmental issues targeted will most always be larger than the capacity (time, budget, staff) of any one project to address. Therefore, to be most effective projects should always include mechanisms that will lead to the replication and scaling-up of activities, within all localities where they are needed, following project closure. This may include capacity development of government, NGOs, private sector and communities to work towards an equitable, sustainable and climate-resilient future.</p>	<p>UNDP CO</p>

Recommendations	Responsible Party(ies)
8. Increase the mainstreaming of “Nature-Based Solutions” approaches to addressing social, economic and environmental challenges to sustainable development, climate change adaptation and conservation of biodiversity.	UNDP CO

6 Lessons Learned

The SWS, FNR, SER and SCIEWS projects provide examples where the sustainability of project activities is assured through the establishment of a Project Coordination Unit (PCU) or PMU that is fully integrated into the government agencies that will take over the responsibility for ongoing support, replication and scaling-up of post-project activities. PCU/PMU established within the existing government structure ensures that at project closure the capacity development of the government office and staff engaged in the project will, in large measure, remain in place conserving the knowledge and experience of project staff, with policies, plans and budgets also in place to support future activities thereby providing the best possible chance for project sustainability.

The SWS project demonstrated land use planning can move beyond sector or individual resource-based planning. The SWS project facilitated the formation of a multidisciplinary team of land-use planners that worked with local communities to develop integrated, sustainable land use management plans that address a wide array of land management issues.

LGAs have been shown to be crucial to the effective delivery of UNDP Environmental Pillar projects. Project design, however, provides a larger share of budget to MDAs and comparatively few resources to LDAs. Whereas LDAs have, in large measure, the responsibility to provide ongoing support that ensures the long-term sustainability of project activities in local communities. Greater project support of LDAs should enhance the sustainability of project outcomes.

Appendix 1: Terms of Reference for Terminal Evaluation

Terms of Reference

Terminal Outcome Evaluation on the Environment Sustainability, Climate change and Resilience Pillar, UNDP Tanzania

1.0 Background

National Context:

Tanzania's economic growth depends heavily on its environmental and natural resources with more than 80 per cent of the population remaining dependent on them for income generation. The country is equally rich in resources, including its diverse wildlife, natural forests, pristine beaches, mountains, rivers, lakes, minerals and gas and boasting tropical climate and cultural wealth that positions it as a popular tourist destination. Most of these attractions are found in protected areas and they include its National Parks (NPs), Nature Forest Reserves (NFRs), Game Reserves (GRs), Wildlife Controlled Areas (WCAs), Marine Parks (MPs), as well as in various historical and cultural sites. The country's natural resources have contributed immensely to its planned economic development and hence remain the backbone of its planned growth in industrialisation and ambitions towards the Middle-Income Status. Despite their importance, critical challenges remain, threatening the sustainability of the environment and natural resources. Some of these challenges include the unsustainable harvesting and use of natural resources, unchecked cultivation practices, degradation of and encroachment on water sources, and the environmental impacts of climate change. All of these combined can seriously undermine the country's sustainable development goals including poverty eradication.

Background of the Environment Sustainability, Climate change and Resilience Pillar,

The overall aim of the environmental Environment Sustainability, Climate change and Resilience Pillar is to reduce poverty through sustainable environmental conservation and management, employment creation and sustainable livelihoods. Priorities include support to the articulation of a strong national response to threats to natural resources including poverty, deforestation, land degradation, loss of biodiversity and illegal wildlife trade. Support includes strengthening the capacity of relevant line ministries and selected districts to formulate and implement appropriate policies, strategies and regulations. This has been done in partnership with other key UN agencies and relevant national MDAs and LGAs as well as stakeholders including NGOs, CBOs and the private sector.

In Tanzania, climate change is manifested through droughts, floods, sea-level rise and an increase in water-borne diseases. The GoT has identified climate change as a leading environmental challenge facing the country. This is reflected in the relevant national policies, plans and strategies.

Under this programming pillar, UNDP will support the Government to achieve its priority of a strong national response to threats to the environment and natural

resources, and those related to climate change. Support will include strengthening the capacity of MDAs and LGAs to implement relevant policies, strategies and regulations with a clear focus on women and youth. These terms of reference are focusing on an outcome evaluation of UNDP's support to the country's Environment Sustainability, Climate Change and Resilience. This programmatic pillar derives from the UNDP Country Programme Document (CPD) for Tanzania for 2016-2021 (now extended to June 2022) which is aligned with the UN Development Assistance Plan for Tanzania II (UNDAP II) 2016-2022 and the Government's National Five-Year Development Plan II 2016/17-2020/21. The pillar aimed to support the Government in protecting and managing the environment and the natural resource base for economic and social development by addressing unsustainable consumption and production patterns, especially in this era of increasing climate change impacts. Working with the Global Environmental Facility (GEF), GCF, private sector and other development partners, projects are designed to support the Government in its efforts to conserve the environment and natural resources for improved livelihoods and national economic development through climate change adaptation and mitigation initiatives such as promoting sustainable land management; building national and local capacity for law enforcement on illegal wildlife trade; watershed management; promote sustainable land management, promote clean energy access; early warning systems and disaster risk management.

Through the pillar, UNDP also supports rural communities to have better access to clean energy by partnering with the civil society, private sector and assisting the Government in the promotion of renewable energy sources, improved energy standards, energy-efficient technologies and clean energy practices.

UNDP's support to protecting and sustaining the environment has included continued support to Government and communities to develop more rigorous responses to address and reverse environmental degradation. UNDP also stepped up its support towards more gender-responsive governance of environmental issues. This includes support to women's empowerment and participation in decision-making around land use, land management and the protection of the environment and natural resources. This support is being provided through continued and new collaborative interventions with ongoing and new partners at national and sub-national levels. The ultimate objective is to ensure women's ownership of and access to natural resources and benefits from the environment.

Climate change and resilience

The effects of climate change in Tanzania are visible in 60% of the country and they come in the form of prolonged droughts, dwindling water sources, floods, rangelands degradation, shrinking of agricultural land, seawater intrusion especially in Zanzibar, increased humidity, animal and plant diseases and incidences of human disease including malaria.

1. Climate Change Adaptation and Mitigation
2. Sustainable Energy for All (SE4ALL)
3. Resilience and Disaster Risk Reduction (DRR)

Building on its global network of expertise and its leadership position in addressing climate change challenges, UNDP has been supporting the Government of Tanzania to mainstream climate change considerations into development plans and strategies through capacity building of the relevant ministries, departments and institutions, as well as NGOs and CBOs, both in Mainland and Zanzibar. As there are already climate change strategies in place in both. At the local level, the Programme is focussing on providing support to build the resilience of communities to adapt to the impact of climate change with direct assistance to implement community-based small scale climate change adaptation projects to create livelihood opportunities for the communities including improving agricultural inputs to contribute to food security. UNDP's support is focused on the implementation of COP21 Paris Agreement outcomes, under the United Nations Framework Convention on Climate Change. The Programme is mainly focused on supporting the Government to create a framework for implementation of the INDCs, including the development of proper systems for the generation and management of greenhouse gases' inventories for proper monitoring of emissions data, development of the low emission development strategy for achieving a green economy, and a proper system for measurement, reporting and verification of emissions data through the initiation and support to the implementation of the Nationally Appropriate Mitigation Actions (NAMAs) programmes.

The successful implementation of programmes and projects require support from various partners including Government, development partners, philanthropic organisations, the private sector and civil society. Government partners at the national and local level play key roles in the implementation and monitoring of programmes and projects, and the strengthening of their capacities for planning and policymaking will remain an important element of the proposed approach.

2.0 Evaluation Purpose

The objective of the outcome evaluation is to assess how the outputs of the environment and climate change pillar projects contribute to the specified outcome which is Improved environment, natural resources, climate change governance, energy access and disaster risk management as well as to assess their linkages with national priorities on the environment and climate change. The timing of this evaluation is strategic in that it identifies results and defines lessons learned which will assist in informing the next CPD development. This evaluation reviews the extent to which programmes, projects, soft assistance, partners' interventions and synergies among partners have contributed to the achievement of the outcome. 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 environment and climate change.

3.0 Evaluation Scope and Objectives

This Terminal Outcome Evaluation on the Environment Sustainability, Climate change and Resilience Pillar will assess and measure the progress and achievements made by the Pillar to deliver the outcomes, and factors as well as constraints affecting the outcomes.

It will evaluate the processes, approaches and strategies of the Pillar interventions. It will assess the relevance and strategic position of UNDP support to the Republic of United Tanzania on climate change area as well as the frameworks and strategies that UNDP has devised for its support on environment and climate change area, including partnership strategies, and whether they are well-conceived for achieving planned objectives.

It will provide lessons learned for future UNDP environment and climate change support to Tanzania.

Projects linked to this Outcome evaluation are

- Zanzibar Climate Change Program
- Watershed project
- Sustainable Energy for All
- Enhancing the Forest Nature Reserves Network
- BIOFIN
- Support to early recovery

The evaluation will assess the following outputs falling under the outcomes and projects contributing to the outputs.

- Output 1: Relevant ministries and districts can formulate, implement and enforce environmental and natural resources management policies, strategies and regulations.
- Output 2: Select districts and communities have their capacities strengthened in climate change governance and sustainable energy access.
- Output 3: Preparedness systems in place to effectively address the consequences of and response to natural hazards.

Geographical coverage:

The coverage of the environment and climate change pillar portfolio interventions includes national, regional and local communities' levels. Therefore, the geographical coverage ranges from the central government level down to the local level where some interventions had or are being implemented. At the national level, there have been projects implemented in the Division of Environment, Vice President's Office, at the district level there have been interventions with MDAs and LGAs while at the local level implementation has been done in selected districts in specific locations.

Target groups:

The target group have been mainly MDAs and LGAs.

Target Audience:

Depending on the nature of intervention the audience ranged from senior policymakers in the government to LGAs, PA Authorities and Community members.

Time Frame:

The time frame for the evaluation is between November to December 2021 The assignment will be for 25 working days.

4.0 Evaluation Criteria and Key Evaluation Questions

Outcome evaluation questions

Relevance/Coherence

- To what extent is Environment Sustainability, Climate change and Resilience Pillar, in line with the UNDP mandate, national priorities and the requirements of targeting women, men and vulnerable groups?
- To what extent did the pillar support relevant to the achievement of the SDGs in Tanzania?
- To what extent has the **Environment Sustainability, Climate change and Resilience Pillar**, adopted gender-sensitive, human rights-based and conflict-sensitive approaches?
- To what extent did UNDP's engagement in environment and climate change a reflection of strategic considerations, including the role of UNDP in a particular development context and its comparative advantage?
- To what extent was the method of delivery selected by **Environment Sustainability, Climate change and Resilience Pillar**, appropriate to the development context of Tanzania?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?

Effectiveness

- To what extent has progress been made towards outcome achievement? What has been the UNDP contribution to the observed change?
- What have been the key results and changes attained for men, women and vulnerable groups in Tanzania?
- How has the delivery of Tanzania country programme outputs led to outcome-level progress?
- Have there been any unexpected outcome-level results achieved beyond the planned outcome?
- To what extent has UNDP improved the capacities of national implementing partners to advocate on environmental issues, including climate change issues and disaster risk reduction?
- To what extent has UNDP partnered with civil society and local communities to promote environmental and disaster risk awareness in the country?
- Which programme areas within the pillar are the most relevant and strategic for UNDP to scale up or consider going forward?

Efficiency

- To what extent have the programme or project outputs resulted from the economic use of resources?
- To what extent were resources used to address inequalities and gender issues?
- To what extent were quality country programme outputs delivered on time?
- To what extent were partnership modalities conducive to the delivery of country programme outputs?
- To what extent did monitoring systems provide management with a stream of data, disaggregated by sex, that allowed it to learn and adjust implementation accordingly?
- To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?
- To what extent have UNDP practices, policies, processes and decision-making capabilities affected the achievement of the country programme outcomes?
- To what extent did UNDP engage or coordinate with different beneficiaries (men and women), implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

Sustainability

- To what extent did UNDP establish mechanisms to ensure the sustainability for female and male beneficiaries of the country programme outcomes?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits for men and women in the future?
- To what extent have partners committed to providing continuing support (financial, female and male staff, etc.)?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights, and human development by primary stakeholders?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
- 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 marginalised groups poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the environment and climate change sector in the country.

Gender equality

- All evaluation criteria and evaluation questions applied need to be checked to see if there are any further gender dimensions attached to them, in addition to the stated gender equality questions.
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Are the gender markers assigned to the projects in this pillar representative of reality?
- To what extent have the projects promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
- To what extent have marginalized groups benefited?

Disability

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme were persons with disabilities?
- What barriers did persons with disabilities face?
- Was a twin-track approach adopted?

5.0 Methodology

The terminal 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, and 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 the environment and climate change pillar at national and local levels in Tanzania. The evaluators will develop a logical framework model of how UNDP interventions are expected to lead to sustainable environmental and climate change activities. The evaluators are expected to analyse the TOC described in the projects and see whether they are aligned and correspond to the programme's TOC, and where there are deviations, note them especially if these may affect 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 expected:

DESK REVIEW.

A desk review should be carried out of the key strategies and documents underpinning the environment and climate change pillar of UNDP in Tanzania. This includes reviewing but is not limited to the Country Programme Documents 2016-2021, the UNDAF II as well as concept notes and project documents 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. Project document (contribution agreement).

- Theory of change and results framework.
- Programme and project quality assurance reports.
- Annual work plans.
- Activity designs.
- Consolidated quarterly and annual reports.
- Results-oriented monitoring report.
- Highlights of project board meetings.
- Technical/financial monitoring reports

STAKEHOLDER INTERVIEWS

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

- i) UNDP staff (managers and programme/project officers)
- ii) Policymakers from the Government, beneficiary groups and donors. Focus groups may be organized as appropriate.

FIELD DATA COLLECTION

The evaluation team will visit select project sites where possible to observe first-hand progress and achievements made to date and coiled 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

BRIEFING AND DEBRIEFING SESSIONS

The Evaluator will hold briefing sessions with UNDP and with all key stakeholders who are familiar with the UNDP's work and support. These include the government ministries, private sector and local government authorities and beneficiaries at the local level. debriefing sessions will be held with UNDP Environment Pillar and the Inclusive Growth Pillar.

6.0 Evaluation Products (Deliverables)

The evaluation team will prepare reports which triangulate findings 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 reports 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.

Here 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 (to be presented in an Evaluation matrix in Annex 3) 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. The inception report should be discussed and agreed upon with the Senior Management before the evaluators proceed with site visits.
2. **Draft Evaluation Report** — to be reviewed by UNDP and other respective stakeholders and presented in a validation workshop (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. **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
4. **Final Evaluation report** - The evaluation Team leader will prepare a final Evaluation report (see Annex 4 for structure and content). An evaluation summary is required.

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

7.0 Evaluation Team Composition and Required Competencies

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

Required qualification of the Evaluator

- Minimum master's degree in the areas of Environment and Climate change governance, natural resource management or related field.
- Minimum 5 years' experience carrying out Environment and Climate change /development evaluations for government and civil society

- Experience working in or closely with UN agencies, especially UNDP, is preferred.
- A deep understanding of the development context in Tanzania and preferably an understanding of the environment and climate change issues within the Tanzania context;
- Excellent oral, reading and writing skills in English and Kiswahili;
- Tanzanian citizen with extensive experience working in Tanzania during the last 5 years:

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

- Review documents;
- Participate in the design of the evaluation;
- Assist in evaluating following the proposed objectives and scope of the evaluation;
- Draft related parts of the evaluation report as agreed. with the Team Leader;
- Assist the Team Leader to finalize the draft and final evaluation report.

8.0 Evaluation Ethics

The evaluation must be carried out following 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 Annex 5.

9.0 Implementation Arrangement

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

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

While the Country Office will provide some logistical support during the evaluation, for instance, assisting in setting up interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Contact details will be provided by the Pillar Lead upon request. Planned travels will be included in the Inception Report and agreed with the Country Office.

Time Frame for the Evaluation Process

The evaluation is expected to take 25 working days for each of the two consultants, over a period of 25 working days starting November 2021:

The following table provides an indicative breakout for activities and delivery:

Activity	Deliverable	Workday allocation	
		Evaluation team leader	National Consultant
Review materials and develop a work plan	Inception report containing detailed evaluation schedule	5	5
Participate in an Inception Meeting with UNDP Tanzania Country Office			
Draft Inception Report			
Review Documents and stakeholders' consultations	Draft Evaluation Report and Stakeholder Workshop Report	15	15
Interview stakeholders			
Conduct field visits			
Analyse data			
Develop draft evaluation and lessons learned report to Country Office			
Present draft Evaluation Report and lessons learned at Validation Workshop	Final Evaluation Report	5	5
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders			
Total		25	25

Cost/Payment Modalities

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

Deliverables	Payment
Inception Report	20%
Draft Evaluation Report submitted and all relevant feedback from stakeholders incorporated.	30%
Final Evaluation Report trail of comments	50%

11 Evaluation Criteria

Criteria	Weight
Technical Proposal	70
Practical experience in or with environment and climate change or any related field.	30
Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal	25
Soundtrack records in managing successful outcome evaluations preferably within the technical area of the TOR (projects related to	15
Financial Proposal	30

Approval

This TOR is approved by:

Name: **Sergio Valdin**

Signature: _____

Designation: **Deputy Resident Representative**

Date: _____

ANNEX 1: Documents to be consulted

- United Nations Development Assistance Plan 2016-2021
- UNDP Country Programme Document 2016-2021
- Project Documents, reports and project evaluation reports
- ROAR reports
- UNDP Evaluation Guide 2021
- undg RBM Handbook
- undg Ethical Code of Conduct of Evaluators

Annex 2: List of outputs to be evaluated

UNDAP II/CPD Outcome	Improved environment, natural resources, climate change governance, energy access and disaster risk management.
Strategic Plan	Countries are able to reduce the likelihood of conflict and lower risk of natural disasters, including from climate change.
Output 1:	Output 1: Relevant ministries and districts are able to formulate, implement and enforce environmental and natural resources management policies, strategies and regulations
Output 2:	Output 2: Select districts and communities have their capacities strengthened in climate
Output 3:	Output 3: Preparedness systems in place to effectively address the consequences of and response to natural hazards

ANNEX 3: Evaluation Matrix

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

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

ANNEX 4: Evaluation Templates

Inception report template

- 1. Background and context
- 2. Evaluation objective
- Evaluation criteria and questions
- Evaluability analysis
- Cross-cutting issues.
- Evaluation approach and methodology
- Evaluation matrix
- A revised schedule of key milestones,
- Detailed resource requirements
- Outline of the draft/ final report

Evaluation report Template

The length of the Report should not exceed 40 pages in total (not including annexes)

- 1 Title and opening pages
- 2 Project and evaluation details
- 3 Table of contents
- 4 List of acronyms and abbreviations
- 5 Executive summary
- 6 Introduction and overview
- 7 Description of the intervention
- 8 Evaluation scope and objectives
 - 8.1 Evaluation scope
 - 8.2 Evaluation objectives
 - 8.3 Evaluation criteria
 - 8.4 Evaluation questions
- 9 Evaluation approach and methods
 - 9.1 Data sources
 - 9.2 Sample and sampling frame (if applicable)
 - 9.3 Data collection procedures and instruments
 - 9.4 Performance standards
 - 9.5 Stakeholder engagement
 - 9.6 Ethical considerations
 - 9.7 Background information on evaluators
 - 9.8 Major limitations of the methodology
- 10 Data analysis
- 11 Findings and conclusions
 - 11.1 Findings
 - 11.2 Conclusions
- 12 Recommendations
- 13 Lessons learned
- 14 Report annexes
 - Key stakeholders and partners
 - 14.1 TOR for the evaluation.
 - 14.2 Evaluation matrix and data collection instruments
 - 14.3 List of individuals or groups interviewed or consulted, and sites visited.
 - 14.4 List of supporting documents reviewed

ANNEX 5: Ethical Code of Conduct for UNDP Evaluations

Evaluation Consultant Agreement Form

Evaluators:

- Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
- 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.
- 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.
- Evaluations sometimes uncover evidence of wrongdoing. 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.
- 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 in the course of 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.
- 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.
- Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

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

Name of Consultant:

Name of Consultancy Organization (where relevant):

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

Signed at _____ on _____

Signature: _____

Appendix 2: Pillar II Outcome Indicators, Baselines and Targets

Table 2-1. Pillar II Outcome Indicators, Baselines and Targets from CPD

Outcome Indicators, Baselines and Targets	Data Sources	Output Indicators Baselines and Targets	Major Partners
Indicator: % of national budget allocated to address poverty, environment and gender Baseline: TBD Target: TBD	Data source: budget books; Sustainable Development Goal reports; public expenditure review reports, Frequency: Annual & biannual Responsibility: UNDP/UNEP Ministry of Finance (MoF); Planning Commission (PC)	Output 1: Selected ministries and districts have enhanced capacities to develop, implement and monitor gender-responsive, environmentally sustainable and inclusive growth policies/plans Indicator 1.1: Number of policies/plans that integrate and allocate resources for implementation of poverty, environment and gender Baseline: 1 Target: 10	PC MoF Vice President's Office (VPO) World Bank, Sida UN-Women Ministry of Foreign Affairs and International
Indicator: Number of poor and vulnerable households benefiting from social assistance Baseline: 260,000 Target: 1,250,000 Indicator: Public social protection expenditure as % of GDP Baseline: 0.6% Target: 2%	Data source: Tanzania Social Action Fund (TASAF) reports, MoF budget, Survey tools and reports (HBS, National Panel Survey, DHS) Frequency: Annual & triennial. Responsibility: United Nations, NBS	Output2: Options enabled and facilitated for inclusive and sustainable social protection Indicator 2.1: Number of households in target districts benefiting from social protection initiatives Baseline: 260,000 Target: 300,000 Indicator 2.2 Number of women with increased entrepreneurship and livelihood skills in targeted 28 districts Baseline: 0 Target: 15,000	MoF, TASAF UNFPA, ILO, UNICEF, UNV, World Bank, Sida, DfID NBS

Table 2-1. Pillar II Outcome Indicators, Baselines and Targets from CPD

Outcome Indicators, Baselines and Targets	Data Sources	Output Indicators Baselines and Targets	Major Partners
<p>Indicator: Number of United Nations-supported business start-ups or enterprises enabled to expand under UNDP II that are still operating 24 months later Baseline: 0 Target: 5,000 benefiting 100,000 individuals includes: minimum 30,000 women in rural and 30,000 women aged 18-50 years in urban areas; minimum 20,000 young men aged 18-35 years in rural and 20,000 in urban areas</p>	<p>Data source: UNDP II reports Frequency: annual and biennial Responsibility: UNDP, ILO, National Service Department</p>	<p>Output 3: Capacities of women's and youth enterprises in the 28 districts enhanced to grow and add value to their products for increased income</p> <p>Indicator 3.1: Number of youth and women's enterprises benefiting from increased income and market access Baseline youth enterprises: 0 Baseline women enterprises: 0 Target youth enterprises: 500 Target women enterprises: 500</p> <p>Indicator 3.2: Number of male and female youth in job creation schemes under the auspices of the National Service Department who have secured employment annually Baseline male youth: 0 Baseline female youth: 0 Target male youth: 500 Target female youth: 500</p>	<p>Private sector CSOs National Service Department ILO, UNCDF, UNIDO, UNV</p>
<p>Indicator: Number of individuals who report an increase in their income levels as a result of United Nations supported initiatives during UNDP II Baseline: 0 Target: 1 million rural women and 500,000 young people in urban areas, disaggregated by age, gender, rural/urban and sector</p>	<p>Data source: Sustainable Development Goal reports; economic sector development plans Frequency: annual Frequency: annual Responsibility: UNDP/Government</p>	<p>Output 4: Relevant policies and programmes in growth sectors reviewed and operationalized on the basis of evidence/data</p> <p>Indicator 4.1: Number of growth sector policies and programmes that utilize indicators and data disaggregated by sex and groups for inclusiveness Baseline: 0 Target: 10</p> <p>Indicator 4.2: Extent to which national data collection, measurement and analytical systems have the technical and institutional capacities to monitor progress on the post 2015 agenda and Sustainable Development Goals. Baseline: low (1) Target: high (4) (Scale 0 5).</p>	<p>Ministries of : Natural Resources and Tourism; Agriculture; Energy; Environment; Trade; Forestry and Fisheries</p>

Table 2-1. Pillar II Outcome Indicators, Baselines and Targets from CPD

Outcome Indicators, Baselines and Targets	Data Sources	Output Indicators Baselines and Targets	Major Partners
<p>Indicator: Number of individuals who report an increase in their income levels as a result of United Nations-supported initiatives during UNDAF II</p> <p>Baseline: 0</p> <p>Target: 1 million rural women and 500,000 young people in urban areas disaggregated by age, gender, rural/urban and sector</p>	<p>Data source: UNDAF reports, Government reports, Third Party reports. Ministry of Natural Resources and Tourism (MNRT)/evaluation reports,</p> <p>Frequency: Annually</p> <p>Responsibility: UNDP/ United Nations /MNRT</p>	<p>Output 5: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p>Indicator 5.1: Number of households in the 28 targeted districts which experience an increase in their incomes</p> <p>Baseline: 0</p> <p>Target: 7,000</p> <p>Indicator 5.2: Number of new jobs/livelihoods created through management of natural resources in the 28 targeted districts, disaggregated by sex</p> <p>Baseline new jobs/livelihoods for men: 0</p> <p>Baseline new jobs/livelihoods for women: 0</p> <p>Target new jobs/livelihoods for men: 1,000</p> <p>Target new jobs/livelihoods for women: 1,500</p> <p>Indicator 5.3: % of hectares of land improved through soil/water conservation methods in supported districts</p> <p>Baseline: 0</p> <p>Target: 20%</p> <p>Indicator 5.4: Number of women in selected districts participating in decision-making processes on use of national resources.</p> <p>Baseline: 0</p> <p>Target: 1,500</p>	<p>MNRT, local government, CSOs Ministry of Water (MoW)</p>

Appendix 3: Evaluation Criteria and Questions

Table 3-1. Evaluation Criteria and Questions

Evaluative Criteria / Questions	
Relevance/Coherence	
1.	To what extent is Environment Sustainability, Climate change and Resilience Pillar, in line with the UNDP mandate, national priorities and the requirements of targeting women, men and vulnerable groups?
2.	To what extent did the pillar support relevant to the achievement of the SDGs in Tanzania?
3.	To what extent has the Environment Sustainability, Climate change and Resilience Pillar , adopted gender-sensitive, human rights-based and conflict-sensitive approaches?
4.	To what extent did UNDP's engagement in environment and climate change a reflection of strategic considerations, including the role of UNDP in a particular development context and its comparative advantage?
5.	To what extent was the method of delivery selected by Environment Sustainability, Climate change and Resilience Pillar , appropriate to the development context of Tanzania?
6.	To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
Effectiveness	
7.	To what extent has progress been made towards outcome achievement? What has been the UNDP contribution to the observed change?
8.	What have been the key results and changes attained for men, women and vulnerable groups in Tanzania?
9.	How has the delivery of Tanzania country programme outputs led to outcome-level progress?
10.	Have there been any unexpected outcome-level results achieved beyond the planned outcome?
11.	To what extent has UNDP improved the capacities of national implementing partners to advocate on environmental issues, including climate change issues and disaster risk reduction?
12.	To what extent has UNDP partnered with civil society and local communities to promote environmental and disaster risk awareness in the country?
13.	Which programme areas within the pillar are the most relevant and strategic for UNDP to scale up or consider going forward?
Efficiency	
14.	To what extent have the programme or project outputs resulted from the economic use of resources?
15.	To what extent were resources used to address inequalities and gender issues?
16.	To what extent were quality country programme outputs delivered on time?
17.	To what extent were partnership modalities conducive to the delivery of country programme outputs?
18.	To what extent did monitoring systems provide management with a stream of data, disaggregated by sex, that allowed it to learn and adjust implementation accordingly?
19.	To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?
20.	To what extent have UNDP practices, policies, processes and decision-making capabilities affected the achievement of the country programme outcomes?

Table 3-1. Evaluation Criteria and Questions

Evaluative Criteria / Questions
21. To what extent did UNDP engage or coordinate with different beneficiaries (men and women), implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?
Sustainability
22. To what extent did UNDP establish mechanisms to ensure the sustainability for female and male beneficiaries of the country programme outcomes?
23. To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
24. To what extent are policy and regulatory frameworks in place that will support the continuation of benefits for men and women in the future?
25. To what extent have partners committed to providing continuing support (financial, female and male staff, etc.)?
26. To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights, and human development by primary stakeholders?
27. To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
28. 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
29. To what extent have marginalised groups poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the environment and climate change sector in the country.
Gender Equality
30. All evaluation criteria and evaluation questions applied need to be checked to see if there are any further gender dimensions attached to them, in addition to the stated gender equality questions.
31. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
32. Are the gender markers assigned to the projects in this pillar representative of reality?
33. To what extent have the projects promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?
34. To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
35. To what extent have marginalized groups benefited
Disability
36. Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
37. What proportion of the beneficiaries of a programme where persons with disabilities?
38. What barriers did persons with disabilities face?
39. Was a twin-track approach adopted?

Appendix 4: Stakeholders Consulted

Table 4-1. Stakeholder Interviews Conducted for UNDP Terminal Outcome Evaluation

Proposed Stakeholder Interview Table			
Organization	Contact person(s)	Interview	Contact Details
Policymakers from the Government			
• Ministry of Energy	Eng. Styden Rwebangila focal person for SE4ALL initiative	Virtual	stydenr@gmail.com
• Division of Environment in the Vice President's office	Catherine Bamwenzaki Assistant Director Environment	Virtual	catherine.bamwenzaki@vpo.go.tz catherine.bamwenzaki@gmail.com 0713303347
	Issa Nyashilu	Virtual	issa.nyashilu@vpo.go.tz
	Asia Akule (Environmental Officer)	Virtual	asia.akule@vpo.go.tz
• Ministry of Natural Resources & Tourism (MNRT)	Elisante Ombeni Combating Wildlife Poaching and Illegal Wildlife Trade focal person from the MNRT	Virtual	elisanteo@gmail.com 0652481703
	Mr. Juma Ramadhani Mwangi (Directorate of Resource Management – Natural Forest) Tanzania Forest Service Agency	Physical	mwangijr2003@gmail.com 0767889477
	Tanzania Wildlife Authority (TAWA) Conservation Commissioner	Physical	Tel: (+255) 23 – 2934204- 11 Email: cc@tawa.go.tz
	SAC Mr. Mlage Kabangi Acting Conservation Commissioner		mlage.kabangi@tawa.go.tz 0784769888
	TANAPA (Conservation Commissioner)	Physical	info@tanzaniaparks.go.tz +255 (0) 272 970 404 emmanuel.kahaya@tanzaniaparks.go.tz 0786825859
	Emmanuel Kahaya (TANAPA – Conservation department)		
	Renatus Kusamba TANAPA focal person for CWP & IWT	Physical	renatus.kusamba@tanzaniaparks.go.tz 0784870009
	Sosthenes Rwamugira (Conservator Chome Nature Reserve)	Virtual	+255 715357454/767357454 rwamugirasossy@yahoo.co.uk
• Zanzibar Revolutionary Government (GOZ)	Farhat Mbarouk Director of environment, FVPO	Virtual	Farhat.mbraouk@smz.go.tz farhat.mbarouk2020@gmail.com Tel 0776 064 330/0654300404
	Nassir Tahir Project Coordinator	Physical	nassiritahir@gmail.com 0773245398
• Local government Authority (PORALG)	Mr. Saniford Kway Co- Ordinator Environment, Natural Resources and Climate Change	Physical	Tel:+255 754290074 Email: kwaysanford@gmail.com

Table 4-1. Stakeholder Interviews Conducted for UNDP Terminal Outcome Evaluation

Proposed Stakeholder Interview Table			
Organization	Contact person(s)	Interview	Contact Details
	Rubanzibwa Projectus (Acting RAS Kagera)	Physical	E-mail: ras.kagera@tamisemi.go.tz . Tel: 255 28 2220215/17 projectus.rubanzibwa@kagera.go.tz 0763263488
	Issa Mrimi Disaster and Risk Reduction (SER Project Coordinator)	Physical	0768391686
	Melania Chamlonde Statistician (RAS office)	Physical	
	Rahel Mbuta Assistant Economist (Bukoba Municipal)	Physical	0714606018
	Evodia Edward Fita Acting District Medical officer (Bukoba Municipal)	Physical	0754415338
	Neema Magege Education Officer – Secondary School	Physical	0786704164
	Amani Sanga Acting District Executive Commissioner – Arumeru DC	Physical	0744669944
	Ms. Digna Massawe Early Warning Systems Focal person	Physical	0756826099
• Ministry of Water	Rosemary Rwebugisa Assistant director – Water resources	Physical	Tel: +255 767 253 253 Email: rosemary.arwebugisa@maji.go.tz
	Bamba Bakary Project Coordinator	Virtual	Tel: +255 766 120 510 Email: bambabakary@yahoo.com
	Segule Ally Segule Basin Director– Pangani water basin	Physical	0784232993 segule.ally@maji.go.tz
	Stelar Lyimo Project Accountant	Physical	0688672942
	Philipo Patrice Hydro met stations focal person	Physical	0767951068
	Elibariki Mmasy - Wami/Ruvu Basin water board	Physical	0755073431 elijommassy@gmail.com
	Jamila Tuwa	Physical	0764098001
	Msangi S. Ramadhani Environmental Officer (SLM Mvomero)	Physical	0767158008
• Ministry of Lands	Prof. Wakuru Magigi Acting General Director - National Land Use Planning Commission (NLUPC)	Virtual	Tel: +255 22 212 8057 dq@nlupc.go.tz
	Mr. Jerome Nchimbi Project Focal person for the NLUPC	Physical	jeromenchimbi@gmail.com 0713596830

Table 4-1. Stakeholder Interviews Conducted for UNDP Terminal Outcome Evaluation

Proposed Stakeholder Interview Table			
Organization	Contact person(s)	Interview	Contact Details
Beneficiary Groups			
• Selected community groups Zigi and Wami Catchments	Fabian Ngoja Secretary Pastoralist Association	Physical	0653165791
	George Kisawani Chairman Pastoralist Association – Wami/Ruvu	Physical	
	Majuto Janga Village Chairman	Physical	0718279409
• Selected community groups in Kagera region	Dr. Yeba Clevery Medical Doctor Incharge	Physical	0753599175
	Mariana Melchiori Client at Buhembe Dispensary (Pregnant Woman)	Physical	0754484035
	Neema Julius Client at Buhembe Dispensary (Pregnant Woman)	Physical	0689504574
	Evaston Bakuna Former Head Teacher (Ntoma Primary School)	Physical	0756290147
	Fatuma Amir Zahoro Current Head Teacher (Ntoma Primary School)	Physical	0763145345
	Laina Robert (Pupil at Ntoma Primary School)	Physical	Ntoma Primary School
	Dativa Godian (Pupil at Ntoma Primary School)	Physical	Ntoma Primary School
	Anold Rweyemamu (Pupil at Ntoma Primary School)	Physical	Ntoma Primary School
	Latino Leanda Headmaster (Mugeza Secondary School)	Physical	0718545007
	Adroph Prudence Second master (Mugeza Secondary School)	Physical	0769474482
	Ridhaa Lukiza Academic master (Mugeza Secondary School)	Physical	0756282623
	Avity Bigarama Environment master (Mugeza Secondary School)	Physical	0714253664
	Asha Tamidu Head Girl (Mugeza Secondary School)	Physical	Mugeza Secondary School
	Avitus Jovinus Head Boy (Mugeza Secondary School)	Physical	Mugeza Secondary School
• Selected community either Northern or southern circuit)	Mr. Godlisten Lema Chairperson of the Mshikamano Community group which benefited from project training and access to smart phone for receiving weather information from TMA	Physical	+255 767 007 879
	Mama Almasi Representative of VICOBA – Amani Nature Reserve	Virtual	0653165791

Table 4-1. Stakeholder Interviews Conducted for UNDP Terminal Outcome Evaluation

Proposed Stakeholder Interview Table			
Organization	Contact person(s)	Interview	Contact Details
UNDP			
• Angwi Mbandi	M&E analyst	Virtual	Angwi.mbandi@undp.org
• Gertrude Lyatuu	Pillar head	Virtual	Gertrude.lyatuu@undp.org
• Abbas Kitogo	Practice Leader, Energy, Environment and Climate change	Virtual	Abbas.kitogo@undp.org
• Tulalumba Bangu	Program Associate	Virtual	Tulalumba.Bangu@undp.org
• Mandy Cadman	RTA - Ecosystems & Biodiversity Global Environmental Finance Unit UNDP	Virtual	Tel.: +27 41 379 4221 Mob.: +27 84 464 2559 Email: mandy.cadman@undp.org ; Skype: mandycadman_1

Appendix 5: Field Mission Schedule

Date/Time	Meeting Location and Contact	Responsible
Initial Meeting with UNDP		
Fri. Jan 28th	Dar es Salaam – Briefing meeting with UNDP	UNDP CO
Field Mission		
Sun. Feb 6th	Travel (Dodoma)	Bwire Munubi
Mon. Feb 7th	VPO-DoE, Ministry of Water (Dodoma)	Bwire Munubi
	Min of Energy (Dodoma)	Bwire Munubi
Tues. Feb 8th	TAMISEMI (Dodoma)	Bwire Munubi
	MNRT (Dodoma)	Bwire Munubi
	Follow ups +Departure (Dar es Salaam)	Bwire Munubi
Wed. Feb 9th	Travel (Bukoba)	Bwire Munubi
Thur. Feb 10th	RAS Kagera	Bwire Munubi
	Community Groups Kagera	Bwire Munubi
Fri. Feb 11th	Travel (Dar es Salaam)	Bwire Munubi
Sun. Feb 13th	Travel (Arusha)	Bwire Munubi
Mon. Feb 14th	TANAPA (Arusha)	Bwire Munubi
	Community group in Northern circuit (Arusha)	Bwire Munubi
Tues. Feb 15th	Arumeru DC	Bwire Munubi
	Pangani Water Basin (Moshi)	Bwire Munubi
	Travel (Dar es Salaam)	Bwire Munubi
Wed. Feb 16th	Travel (Zanzibar)	Bwire Munubi
	FVPO Zanzibar	Bwire Munubi
Thur. Feb 17th	Travel (Morogoro)	Bwire Munubi
Fri. Feb 18th	TAWA, Morogoro	Bwire Munubi
	Beneficiaries in Zigi/Ruvu catchment	Bwire Munubi
Fri. Feb 19th	Travels (Dar es Salaam)	Bwire Munubi
Mon. Feb 21st	MNRT (Dar es Salaam)	Bwire Munubi
Mon. Feb 28th	TFS (Dar es Salaam)	Bwire Munubi
Sat. Mar 5th	NLUPC (Dar es Salaam)	Bwire Munubi
Preliminary Findings Meeting with UNDP		
Thur Mar 24th?	Virtual Meeting – Field mission wrap-up meeting & presentation of initial findings	Brent Tegler and Bwire Munubi