



FINAL Report

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**UNDP Tanzania-Gender Terminal Evaluation (GTE) Across
the 3 Outcomes**

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DISCLAIMER

This report is an independent work of the consultant and does not necessarily represent the views, or policy, or intentions of the United Nations Development Programme.

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ACCRONYMS

A2J	Strengthening Access to Justice and Human Rights Protection in Tanzania
AfDB	African Development Bank
AIDS/HIV	Acquired Immunodeficient Syndrome/ Human Immunodeficiency Virus
CADESE	Capacity development in the Energy sector and extractive Industries
CCM	Chama Cha Mapinduzi
CEDAW	Convention on Elimination of all forms Discrimination Against Women
CO	Country Office
COVID-19	Corona Virus Diseases 19
CPD	Country Development Program
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
CYWSA	Connecting Youth and Women with Sustainable Agriculture
DAC	Development Assistance Committee
DaO	Delivering as One
DRR	Deputy Resident Representative
ENERGIA	International Network for Energy and Sustainable Development
ESIA	Environmental and Social Impact Assessment
EU	European Union
EWS	Early Warning System
FAO	Food and Agriculture Organization
FYDP II	Five Year Development Plan II
FYDP III	Five Year Development Plan III
GBV	Gender Based violence
GEF	Global Environmental Facility
GES	Gender Equality Strategy
GEWE	Gender Equality and Women Empowerment
GOT	Government of Tanzania
GM	Gender Marker
GPS	Global Positioning System
GTE	Gender Terminal Evaluation
IFH	Integrated Farming Hub
IGA	Income Generating Activities
JSP	Joint Social Protection
KJP	Kigoma Joint Program
KRP	Kagera recovery Programme
LEAP	Promoting Legal Empowerment and Access to Justice Programme
LGAs	Local Government Authorities
LSP II	Legislative Support project phase II
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MKUZA III	Zanzibar Strategy for Growth and Reduction of Poverty III
MOFP	Ministry of Finance and Planning
MRV	Monitoring Reporting and Verification
MSMEs	Strengthen MSMEs Capacity Improve Competitiveness in VC
NORAD	Norwegian Agency for Development Cooperation
OECD	Organisation for Economic Co-operation and Development
OGB	Bringing Clean Energy and Water to Off grid Tanzania Rural Communities
PRODOC	Project Document
RARIS	Rapid Response Implementation Support
SAGCOT	Southern Agricultural Corridor Support Project

SDGs	Sustainable Development Goals
SE4ALL	Sustainable Energy for All
SEA	Strategic Environmental Assessment
SIDO,	Small Industries Development Organization
SPANEST	Strengthening Protected Areas Network
SRH	Sexual Reproductive Health
STEM	Science Technology, Engineering and Mathematics
SWS	Securing Watershed Project
TAHA	Tanzania Horticulture Association
TIRDO	Tanzania Industrial Research Development Organization
TPB	Tanzania Postal Bank
TZ	Tanzania
UN	United Nations
UNCEF	United Nations Children Education Fund
UNDAP II	United Nations Development Assistance Plan II
UNDP	United Nation Development Programme
UNEG Nations	Evaluation Group
UNEP	United Nations Environmental Program
UNFPA	United National Population Fund
UNIDO	United Nations Industrial Development Organization
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	UN System-Wide Action
UNWOMEN	United Nations Women Organization
UPOPs	Unintended Persistent Organic Pollutants
URT	United Republic of Tanzania
VETA	Vocational Education Training Authority
VNR	Voluntary National Report
WASH	Water Sanitation and Hygiene
WB	World Bank
WDF	Women Development Fund
YEECVCE	Youth Economic Empowerment through Connecting dots in the Value Chain Ecosystem

EXECUTIVE SUMMARY

This report presents the findings, recommendations and lessons learned from the UNDP Tanzania Gender Terminal Evaluation of Across 3 CPD Outcomes over the CPD period of CPD (2016–2021).

Gender equality and women’s empowerment (GEWE) are integral to successful human development and are fundamental human rights for all societies. Since the Universal Declaration of Human Rights in 1948 to the current Sustainable Development Goals (SDGs) where Goal #5 specifically targets GEWE, countries have made commitments globally and nationally to advance GEWE. The UNDP Global Strategic Plan 2018-2021 emphasises GEWE through its commitment to the agenda 2030 for sustainable development, affirming the concept of “leave no one behind” and “reach those furthest behind first.” The UNDP 2018–2021 Strategic Plan through its Signature solution 6: ‘Strengthen gender equality and the empowerment of women and girls’, sets a clear framework, and defines strategies for working towards the corporate ambitions on GEWE at the country level. Accordingly, the UNDP Tanzania Country Office (CO) CPD (2016–2021) embraced Gender Equality and Women’s Empowerment (GEWE) as one of the underlying principles in line with the United Nations Development Assistant Programme II (UNDAP II) and broader UN Mandates. Moreover, its 2016 – 2021 Gender Equality Strategy laid out gender mainstreaming as a necessary action for programmes and projects. This strategy meant to support partners to develop, implement and assess all development efforts through a gender lens to ensure they reduce rather than exacerbate gender inequalities through the CPD outcome areas and pillars below:

- **Outcome 1:** The economy is increasingly transformed for greater pro-poor inclusiveness competitiveness, and increased opportunities for decent work and productive employment. (**Pillar 1:** Inclusive Economic Growth and Poverty Reduction)
- **Outcome 2:** Improved environment, natural resources climate change governance, energy access, and disaster risk management. (**Pillar 2:** Environmental sustainability, climate change, and resilience)
- **Outcome 3:** National governance is more effective, transparent, accountable, and inclusive. (**Pillar 3:** Inclusive democratic governance)

It is within this context, that the UNDP Tanzania country office commissioned a Gender Terminal Evaluation (GTE) of its portfolio programmes, to primarily “assess UNDP’s contributions to gender equality and women’s empowerment in Tanzania during the period of 2016–2021 and to learn from past experiences and to improve future work”¹ for its upcoming CPD outcomes for the period 2022–2027.

The evaluation was based on a participatory and consultative approaches, involving close engagement with all stakeholders. Quantitative and qualitative data analysis methods have been utilized to make objective assessment and conclusions regarding the s UNDP’s contributions to gender equality and women’s empowerment in Tanzania during the period of 2016–2021. The evaluation used an output rating tool to measure achievements on each output based on indicators and each evaluation criteria. The rating scale is based on both quantitative and qualitative assessment of successful achievement based on the following scale: 1 = Unable to Asses (UA); 2 = Unsatisfactory (US); 3 = Satisfactory (S); 4 = Highly satisfactory (HS).

Summary of findings based on standard project evaluation criteria of the 3 CDP Outcomes

i. Relevance (*Highly Satisfactory*). UNDP’s engagement in GEWE through various projects under the 3 CPD outcomes has been a reflection of strategic consideration and intervention in the development context of Tanzania in many ways. Promotion of gender equality and women empowerment is highlighted one of the key national development priorities in a number of national development plans including Zanzibar’s Vision 2020,

¹ Purpose of the Evaluation as outline in ToR for Consultants

MKUZA II and III/MKUKUTA I and II, FYDP II (2016-2021), CCM election Manifesto (2015-2020), Zanzibar and Mainland's National Plan of Action to End Violence Against Women and Children (NPAVAWC 2017/18 – 2021/22). It is also aligned with regional and international frameworks which the government has subscribed to. Moreover, UNDP GEWE interventions remained relevant to emerging issues COVID-19 and other global movements such as Generation Equality Forum. Other UNDP interventions through various projects under the **3 CPD outcomes equally** addressed concurrently the critical needs of Tanzanian women and men through a number of ways including: enhancing access to resources, assets and tools of production including land, credits, markets and access to weather information (e.g. refer to projects SWS, CYWSA, EWS, KRP, JSP, KJP); and enhancing income generation and use of energy and time-saving technologies that contribute to reducing drudgery, time poverty and improving health for women (e.g. refer to projects OGB, SE4ALL, SWS, KJP). Other contributions included: enhancing and enhancing economic empowerment through job creation and sustainable livelihoods for rural and urban women and men (e.g. refer to projects YEECVCE, CYWSA, MSMEs) as well as enhancing access to justice, equitable representation and participation in decision making (e.g. refer to projects LEAP, A2J) as well as policy frameworks and institutional capacity gaps.

The main gap under this criterion remains lack of documentation and communication which has negatively impacted UNDP visibility on GEWE championship in the country.

ii. Effectiveness (*Satisfactory*). UNDP approaches, philosophies, and mechanism for delivering GEWE interventions through the 3 CPD outcomes have been effective in many ways. Through a two-pronged approaches: (i) soft support (e.g. preparation of gender systems such as Court's Case Management for GBV cases, preparation of data bases and training for paralegals as well as enhanced access to legal aid and factors of production including land, markets, water) and; (ii) hard support (e.g. economic empowerment & livelihood support through provision of tool and equipment such as solar water pumps and boreholes, energy efficient stoves, improvement of health facilities, access to credits, collection and storage facilities), UNDP provided a strong foundation for promoting GEWE objectives in the country. These approaches have contributed to women's economic empowerment in a tangible manner, and it has strengthened the ownership of critical resources (e.g., land), reduced burdens of unpaid workloads associated with such chores for collection of water, energy and other household needs which are primarily responsibilities of women. Similarly, they have also increased women's voice, confidence, and competency in undertaking viable economic development activities and created a sense of urgency among individual women who're reported to be seeking their own rights from legal authorities and made the responsible institutions more accountable in performing their duties.

iii. Efficiency (*Satisfactory*). UNDP CO's efficiency in contributing to GEWE in Tanzania is explained by the key factors namely (i) commitment and capacity of program staff at the CO, (ii) increased investments in gender equality through increased number of gender responsive (GEN2 & GEN3) projects and (iii) strategic partnership for GEWE. These factors facilitated smooth execution of various activities with significantly positive GEWE outcomes. Despite this achievement, UNDP allocations and expenditure on GEWE remained unclear to this evaluation despite the mentioned Gender Seal commitment of 15% and 70% budget allocations for gender mainstreaming. As a result, the evaluation was not able to assess the complete financial investments of UNDP across of all the projects implemented through the 3 CPD outcomes during the CPD lifetime. Moreover, the evaluation noted that COVID-19 compromised financial disbursements to some projects due to reprogramming and relocation of some project funds in response to COVID-19 pandemic although not all affected activities related to gender equality. As noted above, the lack of clear information allocations and expenditure for GEWE remains of the key gaps noted under this evaluation criteria.

iv. Sustainability (*Highly Satisfactory*). The sustainability consideration has been integrated in the design and implementation arrangements of all projects supported through the 3 CDP Outcomes. This arrangement which involved co-creation of projects, alignment with government structures, priorities and workplans, complemented by capacity building, ensures national ownership and leadership which are core elements of sustainability. Examples of such interventions include mainstreaming gender into Local Economic Development Plans-LED and Regional Investment Guides, mainstreaming gender in the national parliament machinery through training and adoption of gender-responsive budget analysis for all parliamentary committees, gender analysis of bills, and the introduction of a handbook to guide Parliament and civil society on gender mainstreaming in legislative work. Other interventions with significant long-lasting gender equality footprints include capacity building for legal aid providers and paralegals to improve provision of legal aid services at the subnational level (Kagera, Mara, Tanga, Dodoma and Songwe) as well as establishment of systems such as the Case Management System (CMS) for facilitating and tracking prosecution and other legal procedures for GBV and other criminal offenses in Zanzibar.

v. Coherence (*Highly Satisfactory*). Coherence of UNDP support to Tanzania was demonstrated through strategic partnerships and alliance with other UN agencies particularly under UN DaO under the UNDP II program. The Kigoma Joint Program provides anecdotal example where the 16 UN agencies worked together to implement a pilot area-based project aimed at addressing the root causes in one of the poorest regions in Tanzania. The programme consisted of six thematic areas, two of which were gender specific: Youth and Women's Economic Empowerment (YWEE) and Violence against Women and Children (VAWC). UNDP is contributed to YWEE thereby leveraging both financial resources and technical expertise for bigger results. There however, remains a room for UNDP to further enhance coherence of its work in future CPDs by leveraging GEWE tools and expertise developed by UN agencies in different thematic areas such as UNICEF (for children-oriented intervention), WMO (for weather and climate information focused projects), and FAO and WFP (for food and agriculture-oriented initiatives).

vi. Human rights (*Satisfactory*). This evaluation found good evidence suggesting that human rights considerations have been a core principle and practice of most of projects supported by UNDP through the 3 CPD Outcomes. An example is the “Strengthening Access to Justice and Human Rights Protection in Tanzania (A2J 2017-2021)” which sought to address the critical challenge of limited access to responsive and accountable Justice and human rights protection by Tanzania's particularly Women and other vulnerable groups to claim their legal human rights as well as resolve their grievance. Another project is “Promoting Legal Empowerment and Access to Justice Programme (LEAP 2019-2021)” which supported development of an effective and responsive justice system by working with and supporting the justice sector in enacting laws and developing policies which enabled the realization of human rights, reinforced effectiveness in the provision of legal and justice services and empowering the people with knowledge of their rights and ability to seek and access meaningful legal services in Zanzibar.

Lessons Learned across the three CPD Outcomes

- i. The issue of the sustainability of gender equality results is important, particularly for the gender mainstreaming in areas such as governance, climate change and natural resource management and conservation. Institutionalizing gender in parliamentary work through guidelines, induction training for new members of parliament and gender responsive budget analysis, is a good practice that has a potential positive gender impact to the general public on a long-term and intergenerational basis.
- ii. Similarly, strengthening the capacity of national legal institutions has multiplier effect with long lasting potential in terms of saving key factors of production of time and financial resources that are served by improved prosecution and case management systems especially for resource poor and marginalized groups of women and men in rural areas. Moreover, empowerment of female members of parliament, the adoption of gender-responsive budget analysis for all parliamentary committees, gender analysis of bills,

and the introduction of a handbook to guide Parliament and civil society on gender mainstreaming in legislative work are results that will have longstanding and ripple effects.

iii. The approach to gender mainstreaming remained mostly targeted, concerned with ensuring parity of participation in training and small-scale livelihood interventions, which has provided tangible benefits, but often on a limited scale. This was true in the case of work on renewable energy, protected area, and watershed management, and strengthening of early warning systems. In individual activities, and across the portfolio, there is limited evidence of more responsive and transformative approaches.

iv. When engaged appropriately corporate companies and other business can become gender champions. This is evidenced through work of UNDP supported Global Compact Local network which through concerted efforts has engaged a good number of corporates and business organizations to appreciate and mainstream gender into their businesses by developing gender strategies.

v. There are some knowledge gaps in terms of understanding gender equality beyond a quantitative perspective or parity in participation since a good number of reports and respondents focus just on a number of women and men who participated in particular activities. This calls for continued capacity building and perhaps close support to implementing partners to ensure they have adequate capacity to analyse and report more concretely on GEWE beyond numbers.

vi. UNDP GEWE interventions under the current CPD remained relevant to emerging issues including COVID-19 where a number of UNDP support projects played a crucial role in enhancing community resilience to the devastating impacts of the pandemic.

vii. In demonstrating what can undoubtedly be recognized as the outcome of sustained UNDP and other partners' intervention on gender mainstreaming, the government has taken forward interests and commitment to implement existing national and international commitments to GEWE and signed up to new initiatives. An example is the Generation Equality Forum which that the government has made commitment to implement and established both the task force and action plan with specific four areas of gender responsive actions to be implemented under the Economic Justice and rights for the period of 2021-2026.

Recommendations

Recommendation 1: Develop the Gender Equality Strategy (2022-2027) and Action Plan aligned to the Corporate Gender Equality Strategy: Since existing gender is out of date and following formulation of the new CPD, it is imperative that UNDP CO urgently develops the new gender strategy to guide its scope and approach on GEWE. Development of the strategy should take into account observations and recommendation of the various assessments done for the outgoing CDP including the current terminal gender evaluation, mid-term thematic gender evaluation (2018), the independent Country Programme Review (2021) and UNSDCF (2022-2027). In addition, the formulation team should also take into consideration the present political, socio-economic and technological status influencing or with potential to ways and approaches for women and men of the next five years.

Recommendation 2: Improve Documentation, Communication and Reporting on gender equality results: Since these are currently no fully executed communication for gender, future CO communication plan/strategy should integrate how it will effectively be communicating GEWE results for UNDP and provide guidance on gender sensitive language. Documentation of gender results should be regular and not wait for

ROAR - Consistently disseminate GEWE good practices across CO staff, volunteers, and partners. For example, there is need to document and disseminate widely how women as well as men have addressed challenges related to climate change, natural resources, clean energy, and Agriculture. Similarly, documenting the outputs of government's pro-poor and gender responsive initiatives such as the crop insurance scheme initiated by the CPD founded RARIS project as well as UNDP contribution to the government's 4:4:2 economic empowerment initiative for women, youth, and people with disabilities respectively.

Recommendation 3: Scale up and replicate of most impactful models: Drawing from progress made through projects under the current CPD as reported under the findings' sections, UNDP should increase its attention and focus on poor and marginalized women, for example through access to justice work, and scaling up interventions that economically empower women, for example through agriculture value chains. For instance, as discussed in the Findings section, the "Connecting Youth & Women to Sustainable Agriculture" project on horticulture value chains, which was implemented by TAHA, offers a model that can be scaled up and replicated, taking on board new and emerging opportunities such as those presented by blue economy sector which is dominated by women (e.g., aquaculture, mariculture and tourism). In this area of the blue economy, meaningful and impactful intervention could include facilitating women access to technology, capital and markets to reduce both labour and losses associated with use poor technologies. Example of interventions could include:

- Supporting access to cold chain facilities to address post-harvest losses in all value chain which estimated at 40%
- Supporting access to ice-making facilities for fisher folks and island women groups, supporting various value additions aquaculture and mariculture products such as seaweed farming (need support on safety gears), crab fattening and cag fishing
- supporting collection/aggregation centers equipped with solar-powered refrigerated containers for remote and or isolated women groups that lack direct access to markets
- Support women entrepreneurs to engage in more profitable high-end positions in the fisheries supply chain (e.g., by owning/managing high capacity modern boats and other fishing gears that can be leased out to male fisher folks interested in modern fishing including in the deep sea where there is currently limited fishing due to lack of the required gears-boats, GPS, life jackets, etc); managing processing facilities (e.g. for professional repairers of boats, nets and other gears etc)

Other projects such as Off-Grid Project, Watershed Project, CDE, A2J, LEAP and KJP projects equally offer best examples of models that can be scaled up and replicated with great GEWE outcomes.

Recommendation 4: Enhance access and security to natural resources for women economic Empowerment: In the natural resources management and conservation section, UNDP through the governance portfolio should enhance support in facilitating access to and control over assets/resources/opportunities including land which continues to be one of the critical constraints for women economic advancement in many places due to land ownership being a trusted collateral.

Recommendation 5: Intensify CO efforts on GEWE

Operationalize the Gender Markers: UNDP should ensure that gender markers assigned to projects are accompanied with corresponding outputs and indicators in the project log frame. For instance, projects assigned GM 2 should have a specific output (s) and corresponding indicator (s) for monitoring progress and reporting on achievements. Accordingly, these projects should conduct gender baseline studies and develop relevant GEWE action plans/strategies to guide the systematic and holistic interventions on GEWE.

Upgrade CO Score on gender seal process: As recommended by previous evaluations, this evaluation also finds it imperative for UNDP to continue with gender mainstreaming efforts and aim to upgrade to their gender seal status from silver to gold in the next CPD period.

Engage a dedicated Staff for GEWE: Given UNDP ambitions of being a model GEWE champion in the country and the current limitations on analysis, documentation and communication on gender results, this evaluation finds it imperative to recommend for recruitment a dedicated gender specialist/analyst to spearhead this effort. In addition to programmatic support within the UNDP CO, the specialist would also provide technical support and follow up to implementing partners (government, CSOs and Privates sectors) to ensure effective UNDP GEWE commitments are effectively mainstreamed in partners work plans, budgets and reports.

Ensure UNDP CO's GEWE commitments are well reflected in Senior Management's PMD. Given the need to maintain highest level of commitment, leadership and accountability, UNDP CO should review/update PMDs of senior managers (RR, DRR, Programme Coordinator, SEA, Heads of Portfolios and Pillars and Operations Manager) and ensure that their role and mandate in promoting gender equality results are well defined and measurable.

Ensure Continued Capacity Building Gender Mainstreaming: Given inevitable staff turnover and the endless knowledge development, UNDP CO should conduct regular training to staff and implementing partners on gender sensitive monitoring and reporting and provide them with examples of best practices where necessary. Additionally, UNDP should continue to review progress reports of various projects with deliberate gender lens and provide partners with clear comments and guidance on how to improve gender equality in subsequent reporting. One orientation training on gender equality may not suffice this need for a 3–5-year project especially since there is always staff turnover.

Boost Visibility of CO efforts on Gender Mainstreaming: In order to improve visibility and enhance access to gender information from across the various project implemented through CPD Outcomes, UNDP should include a page or table on UNDP website where gender equality information (tools, resources and reports) can be found. This arrangement will also contribute to improved GEWE communication among implementing partners and other relevant stakeholders interested to work with UNDP on gender equality.

Recommendation 6: Financial allocations for Gender Equality: Given the current challenge of lack of clear information on financial allocations for gender equality results, UNDP should, in addition to advancing GEN3 programming, conduct a review of the CO portfolio of projects to ensure compliance with 70% of programme budget for GEN2 and GEN3 projects. In addition, the CO should also review CO portfolio of projects to ensure compliance with 15% expenditure for GEN3 projects.

Recommendation 7: Tap into emerging opportunities with potential to significantly advance realization of GEWE Objectives: Support implementation of the government to implement National Action for implementation of the National commitments to the Generation Equality Forum which seeks to achieve Gender Equality and Women Economic Empowerment by 2026 through the established task force. Some the key interventions that complement UNDP projects and policy advocacy/governance work through the “Economic Justice and Rights” thematic area include those under Action 2, 3 and 4 in the national five-year Generation Equality Forum Action Plan.

Recommendation 8: Step-up Support to Private Sector on Gender Mainstreaming: Building on previous efforts, UNDP should continue support to businesses to promote gender equality and SDGs in their business operations. In keeping with a Leave no One Behind principle, UNDP should build on previous support to Global Compact Local Network to engage both corporate and individual businesses to promote both GEWE strategies and SDGs into their business plans and operations by developing relevant gender policy and strategies. With the growing number of Network members (over 50) including influential business corporations such as TBL, Geita Gold Mine and Multi-choice, together with expertise developed of the 6 years of its operation provides GCNT with a good opportunity to expand the gender and SDG agenda to business community thereby complementing UNDP efforts in promoting gender equality across the entire spectrum public-private sector partnership.

SECTION 1: INTRODUCTION

1.1 Background and Context

The United Nations Development Programme (UNDP) has completed its 2016–2021 Country Programme Document (CPD) to support the United Republic of Tanzania (URT) up to December 2021. The CPD embraced Gender Equality and Women’s Empowerment (GEWE) as one of the underlying principles in line with the United Nations Development Assistant Programme II (UNDAP II) and broader UN Mandates. It is within this context, that the UNDP Tanzania country office commissioned a Gender Terminal Evaluation (GTE) of its portfolio programmes, to primarily “assess UNDP’s contributions to gender equality and women’s empowerment in Tanzania during the period of 2016 - 2021 and to learn from past experiences and to improve future work”² for its upcoming CPD for the period 2022–2027.

Gender equality and women’s empowerment (GEWE) are integral to successful human development and are fundamental human rights for all societies. Since the Universal Declaration of Human Rights in 1948 to the current Sustainable Development Goals (SDGs) where Goal #5 specifically targets GEWE, countries have made commitments globally and nationally to advance GEWE. The UNDP Global Strategic Plan 2018–2021 emphasises GEWE through its commitment to the agenda 2030 for sustainable development, affirming the concept of “leave no one behind” and “reach those furthest behind first.” The UNDP 2018–2021 Strategic Plan through its Signature solution 6: “Strengthen gender equality and the empowerment of women and girls”, sets a clear framework and defines strategies for working towards the corporate ambitions on GEWE at the country level. The UNDP Tanzania Gender Equality Strategy 2016–2021, laid out gender mainstreaming as a necessary action for all programmes and projects. It meant supporting partners to develop, implement and assess all development efforts through a gender lens to ensure they reduce rather than exacerbate gender inequalities.

The CPD Resources and Results Framework (RRF), had 3 outcomes that are drawn from the United Nations Development Assistance Plan II (UNDAP II) to which UNDP sought to contribute as part of the UN Delivering as One support (DaO) to the URT. Progress in the CPD outcomes contributed to the UNDAP II results and ultimately to the development aspirations of the URT development plans notably Five-Year Development Plan II (2016/2017 – 2020/2021) and the Tanzania Vision 2025. Outlined below are the 2016–2021 CPD outcome areas and pillars to which GEWE mainstreaming was expected to be applied: -

- **Outcome 1:** The economy is increasingly transformed for greater pro-poor inclusiveness competitiveness, and increased opportunities for decent work and productive employment. (**Pillar 1:** Inclusive Economic Growth and Poverty Reduction)
- **Outcome 2:** Improved environment, natural resources climate change governance, energy access, and disaster risk management. (**Pillar 2:** Environmental sustainability, climate change, and resilience)
- **Outcome 3:** National governance is more effective, transparent, accountable, and inclusive. (**Pillar 3:** Inclusive democratic governance)

This evaluation therefore focused on key projects implemented between 2016 and 2021 across the 3 pillars as presented in Annex 2.

² Purpose of the Evaluation as outline in ToR for Consultants

1.2 Evaluation Purpose and Scope

The purpose of the GTE as outlined in the Terms of Reference were: -

1. To assess UNDP's contributions to gender equality and women's empowerment in Tanzania during the period of 2016–2021 which includes learning from past experiences to improve future work (i.e., assess how the gender mainstreaming strategy in line with their respective gender markers are used in the CPD outcomes and how it has functioned to assist UNDP Country Office and partners to achieve the gender responsive intended results).
2. To identify practical results, best practices achieved in key programmes, projects and interventions and the structural steps taken for gender mainstreaming within the Country Office.
3. Taking into account current socio-political and economic contexts, examine the bottlenecks and lessons that can be applied in the programme outcomes to establish strategies of addressing the identified gaps beyond 2021 when then the current CPD comes to an end and a new CPD is formulated.
4. Analyze the level of national ownership, national capacity development partnership between UN System, specifically UN Women and national partners on gender equality and women's empowerment and provide recommendations for areas of interventions and improvement that may be required for enhancing the effectiveness of the CO's development assistance.

1.3 Evaluation Criteria and Key Questions

In line with the UNDP evaluation guidelines, this evaluation was conducted based on the five evaluation criteria of relevance, effectiveness, efficiency, coherence and sustainability. Through these criteria, the evaluation sought to answer the following key questions:

(a) Has UNDP Tanzania contributed to gender equality and women's empowerment development results?

- i. How effective has UNDP been in contributing to development results being gender responsive?*
- ii. To what extent has UNDP contributed to development results being gender transformative?*
- iii. What is the value-added by UNDP in promoting gender equality and women's empowerment results?*
- iv. How has UNDP used partnerships to promote gender equality and women's empowerment at the national levels?*

(b) Has UNDP integrated gender equality across the institution at the programme, policy, technical and cultural levels during the period 2016–2021

- i. How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results?*
- ii. How effective has UNDP been in building in-house gender equality capacity and accountability frameworks?*
- iii. To what extent is gender equality a priority in the culture and leadership of the organization?*

(c) Where have UNDP's institutional change results been the most and least successful in improving gender equality and women's empowerment development results?

- i. To what extent has UNDP gender mainstreaming strengthened the link between development results and institutional change?*
- ii. What are the key factors contributing to successful gender equality and women's empowerment results? To what extent has UNDP learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels?*

Within this context, the scope of GTE reviewed the programmatic work of the country office within the CPD period of 2016-2021. This Report presents the findings of the evaluation based on the purpose and scope outlined above. Subsequent sections are structured as follows: The methodology section which presents a detailed account of the methodological approaches adopted by the evaluation team to address the evaluation questions. Aspects covered include data sources, sampling procedure, standard performance measures (i.e., rating) and limitation and mitigation measures employed. The methodology section is followed by the findings section which presents the results of the investigations across the five evaluation grids of relevance, effectiveness, efficiency, sustainability and coherence with regards to the contribution of UNDP's GEWE interventions in Tanzania through various programmatic interventions throughout the CPD period of 2016 to June 2022. Presented after the findings section are the main conclusions, recommendations and lessons learned subsections.

SECTION 2: EVALUATION APPROACHES AND METHODS

2.1 Data Sources

In order to ensure an evidence and results-based evaluation, comprehensive set of quantitative and qualitative data was collected from different credible sources listed below:

i) **Review of UNDP Project documents:** These included key documents that provide for GEWE including inter alia the following: CPD for URT 2016-2021, UNDP Strategic Plan (2016-2021), Common Country Assessment for the UNDAP II, Tanzania Country Office Gender Equality Strategy (GES,2018-2021), UNDP TZ PRODOCs (2016 -2021), Project Progress Reports (2016-2021), Gender Seal Process document and Internal monitoring reports by UNDP monitors as well as the Mid-term Gender thematic Evaluation report (2018) and other mid-term and Terminal Reports for various projects 2016-2021).

ii) **Review of Government and other stakeholders' documents:** This involved review of a wide range of government (Mainland and Zanzibar) and development partners reports including inter alia: CEDAW Report, East Africa Community Gender Policy 2018. Other documents included Tanzania Vision 2025, Zanzibar vision 2050, MKUZA III, National Implementation Strategy for Gender and Development and Zanzibar Women Protection and Development Policy. A full list of documents reviewed is **shown in annex 2**.

iii) **Stakeholders' consultations:** The process of stakeholder consultation as part of data collection was conducted between February and March 2022 with active field visit done between February 14th and 27th (see annex 5). This involved semi structured interviews, Focus Group Discussion and questionnaire Survey. Semi-structure interviews and focus group discussions were conducted in face-to-face settings mostly with senior government officials (both in Zanzibar and mainland) and other project beneficiaries including CSOs, while focus group discussion was conducted with groups of beneficiaries-mostly CSOs and Private sector groups through both face-to-face meetings and virtual meetings using popular online platforms including Zoom, MS Teams and go to meeting). Virtual consultations were also done with UNDP program staff including senior management representatives who're also members of UNDP gender team including heads of pillars and managers. Interviews with UNDP helped to provide a self and participatory assessment of progress for each pillar and factors contributing to success and or under-achievement in each pillar. Moreover, a survey questionnaire intended for occasions where virtual and face to face meetings were not possible, (*annex 3*) was adopted and sent to 7 responds who were not able to meet face to face/virtually. Unfortunately, no response was received on this despite concerted efforts following up on this.

iv) **Direct observation:** This method was used to supplement data corrected from sources i to iii above by providing an opportunity for a live, first-hand view of the on-the-ground progress and experience from the field. During these visits, relevant photographs were taken to provide additional evidence of the information collected.

In order to generate a concrete and coherent information from the various approaches above, all data collected was triangulated from multiple sources and further corroborated to create harmonized, evidence-based information that answer most of the evaluation questions listed above.

2.2 Data Sampling

Stakeholders for this study were strategically and purposively sampled based on pre-defined set of criteria to meet the objective of the assignment while taking into account costs and time constraints. These criteria included (i) project representation from all the 3 UNDP operational pillars (i.e., Inclusive Economic Growth and Poverty Reduction, Environmental sustainability, climate change, and resilience, inclusive democratic governance) in line with CPD outputs (ii) status of various projects implemented during the life of CPD (i.e. 2016-2021) including closed and on-going projects (iii) representation of different stakeholders including

UNDP staff (e.g. Senior management and the gender team), government beneficiaries (i.e. Central and LGAs) and CSOs and (iv) geographical representation including Zanzibar to capture different socio-cultural diversity and realities.

In this regard, a total 68 stakeholders (30 women and 38 men) representing 16 institutions including UNDP, government MDAs in mainland Tanzania and Zanzibar, CSOs UN agencies were consulted. In all cases, deliberate efforts were made to engage women, a process which involved visiting workplaces and homes where women could be found during the time of consultation. This approach was very helpful as it yielded best results in Kilimanjaro, Kagera and Arusha and Zanzibar where a good number of women and men beneficiaries were met even though some projects have been completed a while ago.

2.3 Stakeholders Engagement

In keeping with the principles of evidence and results-based evaluation, the GTE collected a comprehensive set of quantitative and qualitative data that could be triangulated from multiple sources and further corroborated to confirm the evidence. Since the various projects implemented throughout the CPD duration involved a broad range of stakeholders, the Evaluators identified key stakeholders who were involved in the development and implementation of such projects including the intended beneficiaries. These stakeholders with a stake in the projects under consideration were then engaged to add value to the evaluation exercise by providing real-time evidence on perceived and actual benefits based on their direct involvement. Cognizant of the stakeholder engagement limitation due to the pandemic restrictions, stakeholders' engagement plan adopted a mixed approach of face-to-face and virtual consultations. For face-to-face consultations, all COVID-19 protocols established by the URT Government and UNDP were observed.

As noted earlier, stakeholders consulted were prioritized based on pillars (i.e., ensuring all pillars are represented), status of projects (i.e., on-going or closed) and geographical coverage, considering both mainland and Zanzibar; mapping the geographic location of priority stakeholders and determine the best way to engage them. This list of stakeholders was then agreed with the UNDP, who also provided their contact information for further engagement.

Based on the stakeholder consultation plan, all identified stakeholders were consulted through one or more of the one-on-one, semi-structured interviews, focus group discussions, survey questionnaire and direct observation approaches. These consultations were held in Dodoma (for central government stakeholders) and various LGAs where projects were implemented including Mwanza, Kagera, Morogoro, Arusha, Kilimanjaro, Zanzibar, and Dar es Salaam.

A full list of all stakeholders consulted is presented as *Annex 1* to this report.

2.4 Standards of Measure/performance

The evaluation used both UNDP available tools such as the gender equality marker and the gender equality seal to assess the approaches and impacts of UNDP contribution to GEWE advancement in Tanzania. Accordingly, the adopted five evaluation criteria of relevance, effectiveness, efficiency, sustainability and coherence which were rated based on green, amber, red and grey as depicted in **Table 1** below.

Table 1 Rating Guide

Score	Grading reference table for criteria and evaluation questions
HS: Highly Satisfactory	The interventions and results are considered satisfactory with significant evidence of positive impacts and sustainability potential for GEWE in Tanzania. No concerns observed.
S: Satisfactory Gaps identified, and small improvements needed	Interventions have performed well meeting intended targets at all levels. There are, however, some issues which need to be addressed. Necessary improvements do not however require a major revision of the intervention logic and implementation arrangements. Recommendations are useful, but not vital to the project or programme.
US: Unsatisfactory	There are deficiencies which are so serious that, if not addressed, they may lead to failure of the project or programme. Major adjustments and revision of the intervention logic and/or implementation arrangements are necessary.
UA: Unable to assess	Key Terminal evaluation questions could not be answered because relevant performance monitoring data were not available

2.5 Evaluation Ethics and Standards

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

2.6 Information about Evaluator(s)

This evaluation was conducted by Mr. Erneus Kaijage, a Tanzanian national gender equality expert based in Dar es Salaam. Erneus has over 12 years of work experience on integrating gender and youth inclusion in policies, programs, strategies and action plans of key sectors of the economy where women and youth take front seats. These sectors include agriculture, Water, energy, climate change, environment/natural resources management. To achieve these results, Erneus has worked with a number of national and international partners including government ministries in Tanzania, the World Bank, AfDB, and Diplomatic Embassies including Norway, Canada Sweden, USA, and Finland. He has also worked with UN agencies notably, UNDP, FAO and ILO. At the international level, Erneus has worked as a regional expert for preparation of Social and Environmental Safeguards for energy projects in Zambia, Burkina Faso, Rwanda, and Kenya. Similarly, Erneus has been involved the formulation of multi-year GEF funded, UNDP supported projects in agriculture, water, energy, climate change and natural resources management in Tanzania. Furthermore, with his economic background, Erneus has worked on several assignments related to financial analysis/tracking including for the recent (2019) assignment on evaluation of the impacts of the digital Saving system on Women and Youth in Tanzania.

2.7 Major limitations of the evaluation

i) In order to obtain a good measure of the relevance, effectiveness and efficiency of the projects from the perspectives of primary beneficiaries, the evaluation team comprised of female and male experts should normally have visited as many groups of women and men (who have been involved with the outcomes) as possible. However, due to some circumstances (including travel restrictions due to the pandemic) such approach was somehow compromised whereby the international consultant who's a female and team leader for

this assignment could not travel to Tanzania and therefore field visits were done by the male national consultant. It is understood that due to some of the long-held traditions, there is a possibility that lack of a female evaluator in the field affected women responses on some aspects.

Secondly, because of time and resource constraints, the national evaluator only visited a small number of projects in the districts/rural communities to hear voices of women and men reached and how the UNDP's GEWE interventions have changed their lives. Nevertheless, to address these challenges the evaluation team triangulated information collected from various stakeholders to obtain a comprehensive set of information that answers the key evaluation questions.

ii) Availability of gender statistics, sex disaggregated data specific to CPD has been an important challenge. The terminal evaluation found it a challenge to get a full picture of CPD contribution in terms of number of women with increased entrepreneurship and livelihood skills; productive asserts, number of women's enterprises benefiting from increased income and market access; number of women in the local government authorities (LGAs) benefiting from climate change and inclusive growth initiatives and as well as those benefit from legal aid services supported by UNDP. There appears to be lack of centralized information system (repository for GEWE interventions) at UNDP CO since one has to go through various project reports to get a sense of women and men benefiting from UNDP interventions. Nevertheless, this limitation has been overcome by using qualitative methods to triangulate the information.

iii) As was observed by the mid-term thematic evaluation report of UNDP's contribution to Gender Equality and Women's Empowerment in 2018, the GTE also found it a challenge that the CPD Theory of Change did not identify any assumptions or risks and mitigating factors which can explain the judgements made. In addressing GEWE there are risks that do impede progress such as limited financing for projects and GEWE component; data unavailability; inadequate capacity and weak partnerships. Some projects created their own Theory of Change and risks and mitigating factors. Although mitigation factors were embedded at the project level, absence of the same at the CPD level is considered as reasonable shortfalls that have undermined UNDP achievements on GEWE.

iv) For projects that had been completed some years back (i.e., between 2017-2019) there were some challenges in getting focal persons especially at the LGAs levels to give feedback on the performance of UNDP interventions on GEWE. Based on discussions in the field this challenge had been aggravated by massive reshuffle of government officials that was exercised by the government between 2015 and 2020. Consequently, there was limited meaningful testimony from those places with regards to how UNDP GEWE interventions have changed attitudes and practices. Similarly, in places where there were no competent focal persons to give feedback, access to communities that were supported by UNDP in such interventions were equally limited. In this regard, the evaluation relied mostly on secondary data available for these project sites.

v) Moreover, in connection to (ii) above the evaluation learned that most of UNDP programmes are implemented at National level in support of government priorities on policy, systems, and infrastructure, and enabling environment support – impacting both men and women. As such it was a challenge to assess specific contribution to Women groups alone in some cases.

2.8 Data Analysis

Triangulation/cross-checking of information (perceptions, documents, and validations) and data sources constituted the primary methodology for the analysis to increase the credibility and validity of the results and

to minimize errors and biases. Critical in the analysis was what to look for as indicators/success standards for each of the questions under each evaluation criteria. Analysis of information and data occurred throughout the data collection period/phase. An analysis was undertaken which includes an assessment of what the information is saying about each of the evaluation criteria and related questions. As the starting point for its investigation, analysis used stakeholders and evaluators understanding of the CPD theory of change: Basically, asking the question about the contribution of UNDP and others to the change, what makes change happen or otherwise and factors that undermine the envisaged results.

The analysis assessed a combination of implementation strategies and approaches that were used to contribute to the changes towards the outputs/outcomes. It was observed that in actual sense n, multiple implementation strategies were combined to achieve the outcomes.

SECTION 3: FINDINGS AND CONCLUSIONS

3.1 Findings

This section presents the findings and main conclusions of the terminal evaluation based on guiding questions on the key five OECD/DAC evaluation criteria as main framework through which this evaluation was organized and conducted. These are: Relevancy, Effectiveness, Efficiency, Sustainability and Coherence as summarized in **table 2** below.

Table 2: Evaluation criteria and Corresponding questions

Criteria	General question (s)
Relevance	<ul style="list-style-type: none"> To what extent has UNDP contributed to gender equality and women’s empowerment development results at the policy and implementation level? To what extent does UNDP operationalize gender concerns in its programme/project designs (results frameworks, theories of change) and identify indicators for projects to ensure “quality-at-entry” of gender-mainstreamed interventions?
Effectiveness	<ul style="list-style-type: none"> How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change? To what extent have UNDP programmes, projects and other interventions contributed to promoting gender equality that benefits women, men and other vulnerable groups?
Efficiency	<ul style="list-style-type: none"> To what extent are UNDP resources (financial, time, male/female staff, technical and gender expertise) adequate to address gender inequalities and root causes?
Sustainability	<ul style="list-style-type: none"> To what extent will the benefits of UNDP programmes, projects and other interventions in respect to gender mainstreaming and women’s empowerment continue, or are likely to continue in future?
Coherence	<ul style="list-style-type: none"> Synergy with other UN agencies in planning and execution of GEWE objectives

Source: http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

3.1.1 Relevance

SCORE=HS: Highly Satisfactory

As observed by the mid-term gender thematic evaluation report in 2018, this terminal evaluation also finds that ‘the needs and efforts by UNDP to mainstream GEWE in outcomes and related projects was well appreciated by the government and other implementing partners including CSOs and private sector. GEWE needs and interests continued to be highly relevant issues globally and in Tanzania through themes that emerged after the launching of the 2016-2021 CPD such as Sustainable Development Goals (SDGs), Sendai Framework for DRR (2015-203), East Africa Community Gender Policy (2018), FYDP II, Zanzibar’s MKUZA III, and other new UNDP corporate strategies and other Tanzania national strategies. This observation is supported by the main findings below gathered by this terminal-evaluation regarding the relevance of UNDP support to GEWE through the CPD outcomes.

- i. **Alignment with national and Sectoral Priorities:** UNDP’s relevance of support to GEWE is based on the overall UN system strategies for the UNDP II, 2016-2021 in the spirit of DaO, which were directly aligned with the gender objectives defined in the Tanzania’s national development frameworks including Vision 2025 (mainland) and Vision 2020 (Zanzibar), MKUZA II and III/MKUKUTA I and II, (FYDP

II: 2016-2021), CCM election Manifesto (2015-2020), Zanzibar's National Plan of Action to End Violence Against Women and Children (NPAVAWC 2017/18 – 2021/22) and the national gender policy, 2000. Several CPD projects contributed to realization of these objectives including the *“Legislative Support project phase II (LSP II-2017-2021)”* which included a specific GEWE outcome targeting Gender mainstreaming in all functions of the National Assembly, which is a supreme legislature of the country, mandated by the constitution to perform executive functions including granting money for running the administration of the country, overseeing Government programs and plan and most importantly making laws. This project complemented the government's commitments for supporting wider participation of women in the government decision-making as provided through the formulation of Women and Gender Development Policy (WGDP) and the re-enforcement of the quota system for female representatives at the national parliamentarians and local councils.

Another important project in this context is the *“Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into LED and SDGs Localisation for sustainable development and poverty eradication in Tanzania”* which sought to address high-level of multidimensional poverty coupled with persistent vertical and horizontal inequalities and climate change. At the national level the project aimed at integrating poverty, environment, gender and climate change objectives in the overarching policies, guidelines and frameworks and their associated implementation mechanisms. At the sub-national level, the project aimed at enhancing capacities in poverty analytics and gender analysis, business plan development, and resources mobilisation. Further, the project sought to facilitate dialogues and collaboration between LGAs, private sector and CSOs to scale up the community nature-based livelihood improvement and poverty reduction initiatives from the previous pro-poor projects and other partners initiatives. In addition to building gender analysis capacity of LGA staff and other poverty analysis skills, the equality objectives were realized through formulation of regional Investment Guides which embraced GEWE as one of the key criteria in selection of investment profile for each region.

These CPD projects above, complemented the 2000 gender policy whose one of the objectives was to increase the number of women involved in decision making positions at all levels, particularly in parliament, district and municipal councils and in village governments at a minimum of 30%. Similarly, the 2000 gender policy included an objective on promoting access to legal services by women and children through among other things by reviewing relevant Acts such as Marriage Act and inheritance Law to address some of the barriers. Accordingly, some of the projects implemented during the CPD enhanced access to justice, the rule of law and the application of human rights by strengthening the ability of the justice institutions in Zanzibar and Tanzania mainland to provide effective and accountable justice services and in empowering the public to understand and manage their legal issues through increased service provision and public knowledge sharing and engagement. One of such projects is the *“Promoting Legal Empowerment and Access to Justice Programme (LEAP 2019-2021)”* which supported development of an effective and responsive justice system by working with and supporting the justice sector in enacting laws and developing policies which enabled the realization of human rights, reinforced effectiveness in the provision of legal and justice services and empowering the people with knowledge of their rights and ability to seek and access meaningful legal services in Zanzibar. This project was complemented by a sister project in the mainland *“Strengthening Access to Justice and Human Rights Protection in Tanzania (A2J 2017-2021)”* which sought to address the critical challenge of limited access to responsive and accountable Justice and human rights protection by Tanzania's particularly Women and other vulnerable groups to claim their legal human rights as well as resolve their grievance. Accordingly, the project contained three gender sensitive outputs namely:

- ✓ *Output 1: Justice sector coordination and data management enhanced for a more inclusive, accountable and evidence-based policy and law-making processes*
- ✓ *Output 2: Women and other vulnerable groups enjoy enhanced access to justice and are empowered to demand respect for their rights*

✓ *Output 3: Strengthened role of national authorities and civil society in the promotion and protection of human rights and women access to justice*

As observed by the ICRP³ and verified by this evaluation, this project recorded a number of achievements with significant positive impacts on women including the following:

“UNDP supported MoCLA to finalize and disseminate the Code of Conduct for legal aid providers and paralegals and to improve its provision of legal aid services at the subnational level (Kagera, Mara, Tanga, Dodoma and Songwe) through various interventions and campaigns to enhance legal aid service delivery with particular consideration of women and children”. - “Supported development and upgrading of the Legal Aid Registration and Performance Monitoring System which improved the registration and certification of paralegals and legal aid and supporting MoCLA’s capacity to perform oversight and leadership in the registration and accreditation of legal aid providers”. These achievements were reported have helped both women and men to access better legal aid services through enhanced knowledge, awareness, accountability and urgency for performance standards by both individuals and legal aid agencies both at national and subnational levels.

At the sector level, GEWE considerations are also emphasised in relevant policies and strategies. For instance, National Energy Policy (2015) which recognizes gender mainstreaming as a crosscutting issue and promotes the participation of women in energy related activities; the Action Agenda⁴ under the Sustainable Energy for All initiative required and developed the Gender Action Plan to ensure gender is mainstreamed in the interventions. Similarly, the water Policy 2000 recognizes women as key actors on the provision of water supply services and calls for their involvement in decision-making, planning, management, and implementation of water resources management and development programs. Accordingly, the Water Resources Management Act (No.11 of 2009)⁵ directs membership of functional water management boards/committees (national, basin and catchment committee) to ensure one-third of its members is women. Moreover, the various policies and Acts including Local government funds Act 2019 (circular No. 286 of 5th April 2019) also advocate for increased women representation in decision making and financial assistance; requiring districts and municipal council to allocate 10% of own revenues to women youth and people with disability at a ratio of 4:4:2 respectively. The same is true in Zanzibar whereby Zanzibar Energy Policy 2009⁶ and Oil and Gas (Upstream) Policy (2016)⁷ both promotes the balanced participation of men and women in the energy sector. The Oil and Gas Policy promotes the use of alternative energy sources [gas] for cooking in order to reduce the burden women face in fetching fuel wood or cooking using unhealthy stoves. Moreover, the Ministry of Health, Social welfare elderly, gender and Children (MHSGC) gender equality policy (2016) recognizes the need for equal and full participation of men and women at all levels of the society and decision-making processes. Thus, the CPD projects both complemented and facilitated realization of the necessary gender considerations presented in various national policies, strategies and action plans.

- ii. **Addressing the needs of men and women:** This evaluation found that the interventions in the CPD outcomes remain relevant and respond directly to the acute needs, interests and priorities of Tanzania women and men, tackling some of the most recurrent aspects of structural and discriminatory practices against women in particular, where women are left behind in entrepreneurship development, access to resources, assets and tools for production including land, credits, markets and access to weather information.

For instance, **under CPD Outcome 2, Pillar 2** on Environmental sustainability, climate change, and resilience, UNDP implemented a number of critically relevant projects including SWS, EWS, SEA4ALL and KRP that directly addressed the needs of women and men. For example, the SWS project improved

³ <https://erc.undp.org/evaluation/evaluations/detail/12777>

⁴ https://www.seforall.org/sites/default/files/TANZANIA_AA-Final.pdf

⁵ <https://www.maji.go.tz/uploads/publications/sw1640156360-5.%20Water%20Resources%20Management%20Act%20No.%2011%20of%202009.pdf>

⁶ [https://zpra.go.tz/pdf/ZANZIBAR-ENERGY-POLICY-\(Final\).pdf](https://zpra.go.tz/pdf/ZANZIBAR-ENERGY-POLICY-(Final).pdf)

⁷ https://zpra.go.tz/pdf/zpra_policy.pdf

access to potable water that has significantly reduced burden of unpaid labour to hundreds of women and given them enough time to engage in other productive activities. It has also reduced girls' absenteeism from schools which were contributed to by girls' engagement in fetching water from longer distances. The SWS project also promoted women engagement in decision-making for natural resources management by ensuring one-third women composition in all water resources management committees including Water Users Associations (WUAs) and Catchment Committees. It also supported establishment of over 20 women-led Village Saving and Loans Associations/ VICOBAs, comprised of over 15 women in each group and linked them with microfinance institutions to facilitate their access to credits. Finally, the SWS project addressed women land tenure issues by facilitating access to Certificates of Customary Right of Ownership (CCROs) to about 260 households including those headed by women.

In a similar way, the EWS project promoted women engagement in collection and use of weather information in planning for climate resilient agriculture in project districts of Arumeru and Liwale. It allowed women to determine where, when and what to plant based on projected weather patterns thereby prevent crop losses that resulted uninformed farming previously, causing significant pains to women who provides majority of the agriculture work force but also bear primary responsibility over food security of their households. In this regard, over girls were engaged as gauge readers for the different hydromet stations while over 100 women participated in dissemination of weather information from TMA to fellow farmers based on smart phone which they were given by the project. Women were also involved in the village and ward disaster risk management committees established by the project to support the district-level disaster management committees. The SE4ALL project on its part conducted a systematic gender analysis of the Tanzania's SE4ALL framework and developed a comprehensive corresponding gender action plan with specific interventions for addressing GEWE issues both on the demand and supply side chains at lower, middle and upper streams of the energy systems. Although no detailed information was obtained by this study on actual status of its implementation, discussion with Energy Ministry officials indicated that the action plan had been instrumental in guiding the Ministry's approach to gender mainstreaming. In the same vein, the KRP enhanced community resilience and recovery against disasters through renovation of critical health facilities (dispensaries and health centers) which provided the much needed Maternal, Newborn and Health Care services and contributed to reduction of maternal mortalities in Kagera region.

Similarly, under CPD **Outcome 1, Pillar 1 on Inclusive Economic Growth and Poverty Reduction**, UNDP implemented a number of pertinent projects that contributed to improved income generation through use of energy and time-saving technologies that contribute to reducing drudgery, time poverty and improving health for women. For instance, the CYWSA project led by the TAHA successfully engaged over 1,300 farmers mostly youth and women through its three key strategic pillars to realize the desired economic transformation in the one-year period of the project activities implementation. Such transformation includes increased Productivity and Market Access whereby during the period of implementation of the project, 564 farmers (women and youth) were connected to the secured markets in Comoros, Mayotte, Middle East and Europe and earned Tshs. 265 million (or US \$ 115,000) with sales of about US \$ 4 million and employment of at least 2,000 people expected to be realized in subsequent years. In addition, the project increased women's knowledge and awareness on application of horticultural technologies and Good Agricultural Practices (GAPs) that resulted into significant increases in yields and quality of products thus giving them a competitive edge in the markets and thus improving their margins. For instance, farmers in the Lake Zone increased tomato yields from 4.5 tons to 35 tons per acre and green beans yields in Moshi and Arumeru increased from 1 to 4.5 tons per acre thereby advancing their production from subsistence to commercial production. Through these achievements, the project contributed directly to the ASDP II⁸ objectives of increased higher productivity, commercialization level and smallholder farmer income for improved livelihood, food and nutrition security and contribution to the GDP.

⁸ ASDP II (Agriculture Sector Development Plan) is a ten-years programme implemented during 2017/2018 – 2022/2023 period

Moreover, through the KJP, UNDP participated in one of six pillars focused on Youth and Women's Economic Empowerment under the leadership of UNCDF and the Zanzibar Joint Programme on women economic empowerment, in which UNDP is the lead for the SDG data component, one of four in the programme. Under the KJP, UNDP in collaboration with ILO provided a business training on starting and improving business for 245 women in Kigoma region which increased entrepreneurship and livelihoods skills of target women groups in the region. Other projects with notable GEWE impacts on rural women include the Rapid Response Implementation Support (RARIS)⁹ OGB and MSMEs projects. According to the terminal evaluation report, the RARIS project although focused at the policy level in the Ministry of Agriculture, Livestock and Fisheries, implemented a number of interventions with potentially long lasting positive impacts on women and other vulnerable and marginalized community groups. These include: i) formalization and operationalization of crop insurance including introduction of VAT exemptions which will benefit not only women who are the major players on the agriculture sector accounting over 57% of agricultural workforce but also millions of smallholder farmers, again mostly women, whose farming is increasingly under risks of climate related threats including droughts, pests and other crop diseases; (ii) Target of horticulture value chain as one of the topics of study and analysis with significant positive impacts on gender equality given the fact that an overlying majority of women are engaged in this subsector across the entire value chain and; (iii) Analytical studies and recommendations for operationalization of the irrigation systems which has significant benefit to women given their central role water collecting for irrigation and other uses.

In a similar manner, the OGB project contributed significantly in addressing women burden in associated with water collection and improved hygiene and sanitation needs both in schools and communities. Based on the report of the Mid-Term Evaluation of the Inclusive Growth and Sustainable Livelihoods pillar (2020), the OGB provided water access to 24, 000 community members (most of them women) and saved 3-4 hours of women's time per that was initially spent in searching water. The project also addressed girls absenteeism from school due to reduced water collection workload and created employment to 15 girls who were engaged as Off-Grid Box attendants for this project. The MSMEs project which was at the initiations stage during this study has identified six women-led value chains including Sardines, Sunflower, palm oil and Seaweed farming value chains in Mainland and Zanzibar respectively that will be supported for expansion and scale up. The primary objective of this project is to address barriers (i.e. technical, financial and markets) constraining women farming and productivity in selected regions of Tanzania with a target of reaching more than 2,400 women beneficiaries by the end of the project.

Under CPD Outcome 3, Pillar 3 on Inclusive democratic governance, UNDP implemented a number of projects that enhanced women access to justice, equitable representation and participation women in decision making and ensured transparency and accountability of the legal system including law-making and implementation institutions. For instance, through the LEAP project, UNDP supported the Office of the Director of Public Prosecutions and other criminal justice actors in Zanzibar with training on forensic evidence management for the prosecution of SGBV cases. This support led to increased provision of legal aid services in rural communities, reaching over 18,000 individuals (38 percent women and 30 percent children) through legal representation, counselling and advice, and education. Moreover, UNDP provided effective capacity building support to the Ministry of Constitutional and Legal Affairs in Mainland to provide legal aid services to 8,450 poor people in eight regions (5,200 of whom were women. The scope is big in terms of how these projects addressed such a myriad of critical, pertinent and recurrent issues which are of immense concerns for women, men and youth socio-economic development in the country.

iii. Relevance to regional and international commitments on GEWE: UNDP's intervention through CPD supported projects has been instrumental in helping the country to make progress in implementation of

⁹ UNDP (2021) Terminal Evaluation Report of Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture and the Agriculture Lead Ministries

gender equality commitments made under the Conventions, Protocols, Treaties and other gender equality and human rights Instruments. For instance, the CDE project which supported the Ministry of Finance and Planning and national statistical offices to conduct baseline surveys for the SDG targets and indicators, including information on gender gaps at the national level serves as a good example of the case in point. The project supported SDG and gender-sensitive data collection for both Zanzibar and the Mainland, contributing to Tanzania’s ability to determine available data and report progress on SDG 5 (gender equality) in the 2019 Voluntary National Review report¹⁰, Five Year Development Plan II¹¹ and the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA II)¹². Moreover, mainstreaming gender in national Parliamentary System through training and formulation of Women and Gender Development Policy (WGDP) and Code of Conduct for legal aid providers and paralegals to improve provision of legal aid services at the subnational level are equally critical steps insuring effective consideration, interpenetration and application of national, regional and international commitments on gender equality and Women Empowerment. Empowerment of female members of parliament, the adoption of gender-responsive budget analysis for all parliamentary committees, gender analysis of bills, and the introduction of a handbook to guide Parliament and civil society on gender mainstreaming in legislative work are some of tangible results contributing directly to implementation of regional and international frameworks. Examples of such frameworks include the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), Beijing Platform, Convention on the Rights of the Child (CRC), Great Lakes, African Union and East African Community, East African Community Gender Policy, SADC Protocol on Gender, and Development¹³ as well as the SADC Gender Policy¹⁴.

- iv. **Alignment with UNDP corporate priorities:** As was observed by the Mid-term thematic gender evaluation in 2018, this evaluation finds that UNDP Country Office (CO) priorities were relevant to the corporate GES, 2018-2021. “The GES sets out a road map to elevate and integrate gender equality into all aspects of UNDP’s work to reduce poverty, build resilience and achieve peace in communities and territories, helping to accelerate progress towards the 2030 Agenda. To achieve this goal, the GES set forth four strategic objectives aimed at: (i) Strengthening UNDP interventions tackling structural changes that accelerate gender equality and women’s empowerment; (ii) Strengthening the integration of gender equality into UNDP’s work on the environment, energy and crisis response and recovery; (iii) Better aligning UNDP programming with the centrality of gender equality and women’s empowerment to the achievement of sustainable development; and (iv) Building upon institutional mechanisms for gender mainstreaming such as the Gender Equality Seal and the Gender Marker, which provide measurable standards and incentives to drive development progress”¹⁵. The priorities remained highly relevant throughout the CPD period and made UNDP a role model in advancing GEWE and human rights considerations in legal, development and democratic space in Tanzania.
- v. **Relevance of strategic partnerships for GEWE:** The approach by UNDP in ensuring that GEWE is mainstreamed in outcomes and related projects is appreciated by the government implementing partners and other GEWE and human rights advocates. The support provided through CPD supported projects is considered to have enhanced partners capacity to design and implement gender-responsive, human rights-focused projects that aligns very well with current paradigm shift global development framework that puts women including and other marginalized groups at the center of development projects and programs. Notable examples of UNDP initiatives that promoted GEWE advancement through strategic partnerships for improved institutional processes include those under the National Assembly that aimed

¹⁰ URT (2019) Voluntary National Review (VNR) Report

¹¹ URT (2016) National Five-Year Development Plan 2016/17-2020/21 “Nurturing Industrialization for Economic Transformation and Human Development”

¹² <http://extwprlegs1.fao.org/docs/pdf/tan155152.pdf>

¹³ https://www.sadc.int/files/8713/5292/8364/Protocol_on_Gender_and_Development_2008.pdf

¹⁴ https://www.sadc.int/files/8414/0558/5105/SADC_GENDER_POLICY_-_ENGLISH.pdf

¹⁵ <https://www.undp.org/publications/undp-gender-equality-strategy-2018-2021>

at influencing budget processes; those that engaged with judges and prosecutors to enhance their understanding as entry point for capacity building in legislative support and access to justice; multi-ministries partnerships for improved legal access including the Ministry of Finance and Planning (MOFP) and Ministry of Constitution and Legal Affairs for review of policies and development of relevant strategies and guidelines and plans. The Ministry of Water also promoted gender equality through addressing water access to reduce women's burden associated with water access both for domestic and productive (irrigation) uses thereby reducing incidences of unpaid work and created opportunities for reengaging in generating activities.

Strategic partnerships were also forged with other UN agencies in implementing critical poverty reduction and rural development projects in different parts of the country, Notable examples include the partnership by the 16 UN agencies under the UNDAP framework to implement the first ever area-based joint planning and project implementation in one of the poorest and marginalized region of Kigoma where the degree of vulnerability and disadvantage distinguished those areas from the rest of the country. Through a holistic and integrated multisectoral approach, this project, popularly referred to as Kigoma Joint Program (KJP) was organized into six thematic areas aimed at addressing the root cause of migration through targeting its root causes of poverty and human insecurity in all its dimensions. This arrangement proved to be very strategic by enhancing service delivery through reducing coordination challenges while maximizing impacts of the project via efficient use of resources.

vi. Relevance to emerging issues

COVID-19 Pandemic: The CDP was implemented over a period during which a number of new serious developments and crisis emerged. Most apparent and significant has been COVID-19 pandemic which manifested significant impacts on the economy and social well-being of the population especially the most vulnerable and marginalized societies. Consequently, the COVID-19 pandemic impacted the UNDP programme and its delivery, including delays to some planned activities as well as reprogramming some of its programme funds to respond to the crisis. A key part of the UNDP response was to complete a socioeconomic impact assessment, which contains a useful early summary of evidence on the impact of the crisis, and a gender-sensitive response plan addressing the needs of women and men. UNDP has also adapted its workplan to implement some activities addressing the impact of the crisis, although these represent a minority of the activities proposed for funding. An example is the Kagera recovery project which helped to restore critical health and education services through renovation of health and education facilities that were ruined by the earthquake in 2017. For example, the project built a modern labor ward at Buhembe dispensary in Buhembe ward that is capable of accommodating more pregnant women and children for improved maternal and neonatal care. In turn this improvement has allowed the facility to serve more client and prevent unwanted maternal mortalities. Additionally, the improvement enhanced working conditions for staff thereby creating the necessary morale for provision of decent health care services. In the education sector, the project constructed over 28 modern ablution blocks with special rooms and a good number of holes for girls at various schools including Mugeza Secondary with adequate number holes for girls and boys and sufficient supply of water as recommended by the national WASH guidelines.

Moreover, over two-third of the projects implemented under this CPD played a crucial role in enhancing the resilience of both women and men and marginalized groups by providing them with the necessary resources (e.g., financials, food supply and access to WASH service) which have been vital in fighting the pandemic. Thus, most of the economic empowerment and livelihoods projects supported by the CPD played a fundamental role in enhancing the socio-economic resilience of rural poor and marginalized communities comprised of women. Examples are the Social Protection Project which provided support at various levels including development of skilled training relevant for local IGA (e.g., hands-on training in new agricultural products which implicitly led to other IGA in terms of processing, distribution, production of locally made incubators). It also continued and diversified efforts in nutrition, SRH and

HIV/AIDS prevention which were critical in strengthening the immunity systems against COVID-19 risks for these already vulnerable groups.

Similarly, the Tanzania Horticulture Association (TAHA) Nutrition department-through UNDP funded CYWSA developed a COVID-19 Gender and Nutrition package which disseminated important information to the population related to dieting and immune boosting foods through TV and radio program. This initiative sought to sensitive and emphasize communities on the role of horticultural products in strengthening immunity system as crucial step in fighting against COVID-19 pandemic.

In general, a good number of projects supported by the CDP especially under outcomes 1 and 2 including those aimed at enhancing resilience of ecosystems and biodiversity, conserving threatened species and their habitats: reducing vulnerability to climate change, access to resources (water, energy, enhancing access legal services), greatly enhanced community resilience to COVID-19 pandemic one way or the other particularly the poorest and marginalized group including women and girls. From a GEWE perspectives, this is considered one of the important achievements of the CPD as envisioned by the UNDP GES 2018-2021.

Generation Equality Forum

Besides global crises like COVID-19 pandemic, there has also been other important gender equality developments that emerged at the global and regional level during the CPD period which the government of Tanzania has joined based, in part due to continued UNDP support on policy and institutional strengthening. One such developments is the ‘Generation Equality Forum’ which is a global forum that mobilized Governments, Private Sector and Civil Societies’ commitments to up-scaling implementation of Beijing Declaration and Platform for Action (1995). The Forum seeks to achieve Gender Equality and Women Economic Empowerment by 2026 and has six thematic areas namely; (i) Gender Based Violence (ii) Economic Justice and Rights; (iii) Bodily Autonomy and Sexual and Reproductive Health and Rights; (iv) Feminist Action for Climate Change; (v) Technology and Innovation for Gender Equality; and (vi) Feminist Movement and Leadership

Basing on ambitious domestic gender equality ambitions supported by UNDP among other DPs, the government of Tanzania joined the forum in July 2021 and adopted **Thematic Area 2** on ‘Economic Justice and Rights’ by using the action coalitions as a venue towards realization of gender equality and women economic empowerment. To this end the government established a task force led by ministry of gender to spearhead formulation of the five-year action plan (2021-2026) to implement the government commitments to this forum. Accordingly, based on thematic area 2, the national action plan identified six ‘Action Areas’ where that government is seeking partners support to promote Gender Equality and Women Economic Empowerment by 2026. These thematic areas are (i) Community ECD (ii) Entrepreneurship Skills (iii) Innovation and Technology (iv) Digital Technology (v) Access to Land, and (vi) Financing women in business

Most of the proposed action items and the six action areas aligns with UNDP priority actions for promoting GEWE results. Therefore, the Action Plan provides UNDP with an opportunity to collaborate with the government to further the gender equality agenda in the country. Some of the key components of the Action Areas that complement UNDP policy advocacy on gender equality include Action Areas 2, 3 and 4.

3.1.2 Efficiency

SCORE=S: Satisfactory

UNDP CO’s efficiency in contributing to GEWE in Tanzania is explained by the key factors namely (i) commitment and capacity of program staff at the CO, (ii) effective use of financial resources to facilitate implementation of GEWE strategies including the CO GES strategy and (iii) partnership.

i) Commitment and Accountability: This evaluation has observed a considerable commitment and capacity of UNDP Country team on its GEWE objective. Key factors of success noted include the following: Senior Management Team has put the gender agenda as a top priority in the CO. The deputy Resident Representative (DRR) is the chair of the Gender Focal Team, assisted by the gender focal person who's is a senior member of country staff. The chair of the gender focal team and the gender focal person lead and coordinate the wider UNDP gender team which is comprised of other members of staff including all managers who now have to include at least one gender equality/parity/empowerment key result in their Performance Plans. The CO also has a dedicated Monitoring and Evaluation Specialist/Analyst who's strengthened tracking of GEWE results across outcomes with data disaggregated by sex as evidenced by a good number of evaluation reports which include a specific analytical section on gender equality. Through this, there is now a solid base and thrust for, gender mainstreaming in both programmatic results and in institutional systems and processes with particular focus on learning and investments in GEWE priorities using innovative tools such as gender marker through the gender seal processes. As a result, there is a clear difference in the level of gender mainstreaming when comparing projects rolled over from previous CPD and those developed and implemented during the current CPD whose validity ends in June 2022. These findings align and explain the results of the Gender Seal benchmark assessment¹⁶ which scored UNDP COs' GEWE capacity and management at 67% and 60% respectively.

On the same vein, the CO has been consistent and taken some actions to promote a conducive working environment. As noted by the Mid-term gender thematic evaluation, one example is the "training of staff in Protection from Sexual Exploitation and Sexual Abuse (PSEA) which was undertaken, and UNDP CO staff participated. This was followed up by a previous prevention and Handling Harassment training held in 2016. An active Sexual Exploitation and Abuse (SEA) complaints mechanism was reported to be present in agencies". These achievements have placed UNDP in a best position in promoting GEWE which will undoubtedly inform the new CO CPD and subsequent gender equal seal and strategy post 2021.

ii) Staff Capacity: The evaluation established that training has been effective in improving gender mainstreaming in outcomes within UNDP country office (CO). During consultations with programme staff, there appeared to be good command and confidence by staff to share their roles and efforts to promote gender mainstreaming in their portfolios. This was reported to be a result of efforts made during over the CPD period, provide substantive training and hands on guidance to programme staff as well as provision of guidelines and tools for gender mainstreaming trainings accompanied by on-the-job-support, sharing of simple gender mainstreaming tools and guidelines and putting in place mechanisms to ensure better integration of gender into induction and recruitment processes. According to these consultations, staff competence on gender mainstreaming has been improved through continuous learning available through UN online courses to all UN Staff.

As observed by the mid-term gender thematic evaluation, the UNDP CO gender equality seal score improved from 33% to 83%, indicating enhanced capacity to deliver gender results. These developments need to be continued through strengthening staff capacity and add value to gender mainstreaming in outcomes by making good use of other stakeholders' and UN agency's specific sector/thematic tools that are at UNDP's disposals for use. For instance, different UN agencies, (e.g., FAO, UNEP, UNIDO, WFP and UNICEF) have excellent tools for gender mainstreaming in Agriculture, Environment, energy projects, climate change, children and other areas that could effectively be tapped into to support UNDP's interventions in those areas. For example, four UN agencies (UNDP, UNFPA, UNICEF and UN Women) designed advanced e-learning course on gender equality in a DaO country which is still available for UNDP staff to benefit from. In addition, UN-Women Training Centre has several online training programmes on gender mainstreaming that UNDP CO can benefit from.

¹⁶ UNDP Tanzania Gender Seal Baseline Assessment and Recommendations Report (2022). 2021-2023 Round of the Gender Seal

iii) Financial resources and management for gender equality: As reported by previous evaluations (e.g., the Mid-term gender thematic evaluation), this evaluation finds that there is a clear understanding at UNDP that work on gender equality is costly and gender-responsive interventions require dedicated and adequate financial resources and efforts. As a mandatory requirement during budget submissions the Gender Marker has become an important driver of promoting reporting on gender equality. There is a clear understanding on the need for ensuring at least 70% of the programme expenditures directly contribute to gender equality results (GEN2 + GEN3) as well as ensuring that at least 15% of the programme expenditures directly contribute to programmes and projects with gender equality as the primary objective (GEN3). Nevertheless, this evaluation was not able to obtain detailed information actual allocations and expenditure on GEWE objectives across the three pillars through the three CPD Outcomes. Similarly, the evaluation found a notable challenge with the Gender Marker that it represents intentions at the project/outcome design stage but does not link directly to results achieved. It does not systematically track the quality or type of gender results.

Despite this gap, the evaluation found that during the period of 2016-2021, UNDP CO implemented a good number of programme outputs with varying contribution to gender equality. This includes 14 outputs with limited contribution to gender equality (i.e., GM 1), 36 outputs which promote gender equality in a more significant and consistent way (i.e. GM 2) projects, and 9 outputs with explicit and outstanding GEWE focus (i.e. gender equality as a main objective- GM3)¹⁷. This represents an upward trend in GM3 expenditure from 6 percent of expenditure in the 2011-2015 CPD cycle to 11 percent in the 2016-2021 cycle, although it still falls short of the corporate target of 15 percent expenditure towards GM3. In other words, most programme expenditure (59 percent) was on GM-2 projects, while no GM 0 projects were implemented during this cycle. This trend confirms UNDP steady progress in walking the talk by giving priorities in allocating expenditures for mainstream gender in the CPD. This promising progress should be followed up closed given the corresponding gender equality focus presented in the new UN Sustainable Development Cooperation Framework (UNSDCF)¹⁸.

iv) Strategic Partnerships: UNDP engaged widely in delivering gender equality results for the CPD. The level of engagement differed with heavy reliance on government as the primary partners. In this regard, UNDP ensured that several government institutions beyond gender ministry were provided with support in addressing GEWE within the various outcomes/projects. This approach opened space, facilitating engagement and interacting for GEWE with sectors normally perceived as less gender sensitive sectors such as Ministry of energy, Ministry of environment and Ministry of finance and Planning. In addition, UNDP engaged successful with the UN for DaO to implement a pilot area-based project in one of the poorest regions in Tanzania-Kigoma, through the Kigoma Joint Programmes. the Kigoma Joint programme which consisted of six thematic areas two of which were gender specific: Youth and Women's Economic Empowerment (YWEE) and Violence against Women and Children (VAWC). UNDP is contributed to YWEE thereby leveraging both financial resources and technical expertise for bigger results.

Partnership with Private sector is most visibly through Global Compact Local Network (GCLN) and Ring the Bell which promotes the business case for engaging in SDGS including gender equality (SDG 5) in businesses. Through this arrangement, the GCLN has conducted a number of GEWE awareness rising and sensitization events to businesses which has helped some partners to develop gender equality policy with inadequate knowledge on 'how to do. GLCN also supported the government by coordinating the private sector during preparation of the critical Voluntary National Review Report (VNR) in 2019, highlighting progress on implementation of various SDG indicators in the country. Based on this evaluation, it appears that UNDP has

¹⁷

<https://www.google.com/search?q=Independent+country+review+undp+tanzania&oq=Independent+country+review+undp+tanzania&aqs=chrome..69i57j0i546l3.15038j0j15&sourceid=chrome&ie=UTF-8>

¹⁸ <https://tanzania.un.org/en/182020-united-nations-sustainable-development-cooperation-framework-unsdcf-2022-2027>

the opportunity of promoting institutionalization of gender equality seal in the private sector as it is done in other countries around the world particularly in Latin America¹⁹.

Moreover, the evaluation findings show that strong partnerships have also been established with CSOs/NGOs at local levels. Examples include the partnership with TAHA in the implementation of the “*Connecting Youth & Women to Sustainable Agriculture*” project (discussed in more details under section 3.1.3) which was found to have enhanced GEWE objectives significantly. Engagement with CSOs was noted across all outcomes with significant positive impacts on GEWE observed.

Some challenges on UNDP CO Capacity to advance delivery on GEWE: Despite the profound achievements on implementation of GEWE commitments, the CO still has some challenges that need to be resolved to enhance its aspirations and journey to a Gold certification under the Gender Equality Seal process. These include the following:

i) Dedicated Gender Equality specialist: Currently, UNDP does not have a dedicated Gender Specialist/Analyst. Although there is a good gender team in place (i.e., CO gender team led by the patron and gender focal person with support of M+E specialist) which is leading the achievements described above, a dedicated GEWE specialist would highly likely take UNDP CO to the next level. This is due to the fact that, because the ever-increasing workloads, members of the CO gender team are increasingly overstretched with other programmatic responsibilities that leave little room for them to adequately follow up on GEWE mandates including analysis, documentation and provision of technical support to implementing partners particularly the government. Moreover, in addition to increasing workloads, the UN System-Wide Action Plan (UN-SWAP) recommends that UNDP CO with a portfolio over US\$20 million to engage a dedicated Gender Adviser in their office or equivalent dedicated capacity who can provide technical backstopping to programme and operational units, as well lead on developing and implementing gender-focused and women-specific programmes, building partnerships with women’s movements and shaping the country office’s advocacy on gender²⁰.

ii. Focus on ‘how’: As observed by the mid-term gender thematic evaluation, the capacity of staff and partners focusing on ‘how to’ of GEWE, provision of quick gender analysis or diagnosis at the design of programme/project areas needs continuous improvement as new staff come on board. A good number of CPD outcomes seem to have mainstreamed gender in policies, strategies and budgeting at least at the level of gender marker (GM 2). However, there are potential for improving this to GM 3, supported by improved capacity and provision of relevant tools to both staff and partners. For example, teams working on new initiatives such Blue Economy and other emerging initiatives including digital solutions could be taken through training on “how to” mainstream gender in such developments and prepare them to ensure that most of future initiatives are designed and implemented with focus on gender marker 3.

iii. Documentation and Communication: This evaluation also noted weaknesses on knowledge management, documentation and sharing of best practices on GEWE. This is because during this evaluation, it was not possible for the evaluators to easily find in one or specific locations (i.e., on website portal or folder) all information relevant to CPD contribution to GEWE outcomes such as number of women with increased entrepreneurship and livelihood skills; number of women’s enterprises benefiting from increased income and market access; number of women in the targeted districts benefiting from climate change initiatives and many others. It required digging into several documents and reports to deduce such contributions of UNDP CO on GEWE in Tanzania. These are output level data which the CO were expected to be having as part of its routine

¹⁹ <https://www.undp.org/publications/gender-equality-seal-certification-programme-public-and-private-enterprises-supported>

²⁰ UNDP (2018) Thematic evaluation of UNDP contribution to Gender Equality and Women’s Empowerment at mid-term stage of implementation of the Country Programme Document 2016 – 2021 Mid-term Gender Thematic Evaluation report

monitoring, evaluation, documentation and reporting. This observation aligns with the findings of the gender seal assessment which found a significantly poor performance of Knowledge Management and Communications leading to a zero (0%) during the assessment. This indicates lack of evidence that at the beginning of the CPD, all gender statistics required within the outcomes were collected and compiled, sources identified and subsequently gender disaggregated data collected, analysed and documented for future reporting and communication.

That said, there are however, examples of successes in capturing GEWE work in some of the initiatives such as the Protected Area project that produced calendars with pictures of Namayana Maasai women group stalls and produce along the roads to strategically access markets as reported by the Mid-term thematic gender evaluation. Other initiatives include the Watershed project, the Off-grid project and the LEAP projects. The Watershed project helped women in Wami and Zigi catchments to secure ownership of their land tenure through access to Certificate of Customary Rights of Occupancy (CCROs)²¹. The Off-Grid box project helped to address gender burdens of women by enhancing access to safe and clean water and energy services which in turn has reduced unpaid work and saved women's time to pursue economically beneficial activities in the project areas of Ikungi in Singida region²². The LEAP project has similarly a well-documented achievement including training advocates and magistrates on handling women land rights and other issues and formulation of regulations and other guidelines for handling women rights Kadhis court in Zanzibar²³.

Lack of effective and systematic documentation compromises efficiency GEWE objectives since lessons learned and best practices achieve are not made to other players and actors who would use such information as reference points including for scale up and replication. The information would also help to avoid duplication of efforts.

iv. Gender baseline studies and analysis of projects and Programs: A good gender sensitive M&E system would depend to a great extent on the good gender baseline studies and analysis. Such study should collect sex-disaggregated information on all project components and the specific socio-economic and socio-cultural conditions to inform objectives, targets and M+E approaches including SMART indicators that would help in effective monitoring, reporting and verification (MRV) of the impact of the project on women and men. This evaluation found that while UNDP CO conducts gender analysis to determine the gender needs and corresponding gender marker. However, most of implementing partners neither conducts such gender analysis nor develop a dedicated gender action to translate UNDP GEWE aspirations into actions. Limited evidence was found for projects that have conducted gender analysis and used the results to implement gender responsive actions. Examples of such projects include: the Watershed project the gender diagnosis enabled identification of gaps which would act as a basis for mainstreaming gender in project activities and assist implementing parties to execute activities with gender dimension. Another project is the Kigoma Joint programme which consisted of six thematic areas two of which being gender specific. The joint programme presented strong gender analysis of the productive sector; the inequalities and barriers to GEWE as well as a gender-sensitive mapping and local economic assessment. The Sustainable Energy for All (SE4ALL) (2017-2021) project also conducted a gender diagnosis identifying constraints, needs and opportunities for women involvement in both demand and supply chains of at all levels. A costed gender action plan was developed and handed over to SEA4AL secretariat for implementation. Unfortunately, this evaluation did not find sufficient evidence on the application and results of this gender action plan in the responsible ministry. Lack of gender baseline studies and analysis compromises gender efficiency since prioritization and allocation of resources is highly dependent on knowledge and evidence-based information collected through such analysis.

²¹ UNDP (2021) Project Terminal Evaluation Report for Securing Watershed Services through Sustainable Land Management in the Ruvu and Zigi Catchments in Tanzania

²² UNDP (2020) Mid-Term Evaluation of Inclusive and Sustainable Livelihoods Pillar of the UNDP Tanzania

²³ RGoZ (2021) Annual Progress Report for Promoting Legal Empowerment and Access to Justice Programme

3.1.3 Effectiveness

SCORE=S: Satisfactory

The effectiveness of UNDP interventions on GEWE is measured by several factors including approaches, alliances and results. The approaches involve gender analysis of any proposed interventions (program, project and policy or strategy) to determine the gender needs and corresponding responses needed including assignment the corresponding gender marker at the output level, categorized as gender marker 1 to 3. As already discussed, gender marker 1 is the least gender sensitive project (i.e., gender neutral) and 3 is highly gender sensitive with gender equality as the principle focus of the project with specific gender objectives and corresponding indicators in the results framework. Indeed, most of the projects (i.e., approximately 59%) developed and implement during the current CPD have gender markers gender marker 2, meaning that the projects have a significant gender equality contribution (*Annex 6*). See **table 3** below for the numbers of projects implemented with the corresponding gender markers. This arrangement has increased attention to gender equality leading to positive gender response results described in several sections of this report

Table 3: Gender Markers for different projects implemented through the 3 CPD outcomes

Gender Marker (1,2,3)	No. of Projects	Remarks
GM 0	0	No gender-blind project was supported by the CPD Outcomes
GM 1	14	Most of these projects are those that were rolled from previous CPD to the current CPD
GM 2	36	This category includes most of the projects formulated and implemented during the current CPD
GM 3	9	This include the Kigoma joint program under the current CPD which is implemented as an area-based pilot project to address the root causes of poverty and migration in the region
Total	59	

At the national level UNDP has promoted the consideration of gender equality in policy development at national and subnational levels. This has included diagnostic studies of gender gaps in agriculture²⁴ and cost-benefit analysis of community livelihoods improvement initiatives²⁵ providing evidence for the need for gender equality and women's economic empowerment in agriculture. UNDP provided technical and financial support for comprehensive gender analysis and collection of gender equality data for the 2017 Human Development Report for Tanzania²⁶. This report provides recommendations on how to promote gender equality and women's empowerment, and to reduce poverty and achieve inclusive economic growth²⁷ although no information was available to inform how recommendations of this analysis was applied in budgetary commitments or reforms with the potential to support sustained improvements in gender equality.

In addition to, and or based on gender analysis, UNDP conducted dialogues with the government and supported a number of projects classified as gender marker 2 which have enhanced government efforts in mainstreaming gender in policies strategies and plans. A good is the PEA project (2018-2022) where UNDP

²⁴ chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://info.undp.org/docs/pdc/Documents/TZA/Final%20Report%200%20Gender%20Gap%20April%202018.pdf

²⁵ Results Oriented Annual Report (ROAR) 2017-2019

²⁶ National Human Development Report 2017: Tanzania (see <http://hdr.undp.org/en/content/national-human-development-report2017-tanzania>)hdr.undp.org/sites/default/files/thdr2017launch.pdf

supported Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into LED and SDGs Localisation for sustainable development and poverty eradication in Tanzania in several regions including Simiyu, Kilimanjaro Arusha, Kagera and Singida, among others. These projects helped to address high-level multidimensional poverty coupled with persistent vertical and horizontal inequalities and climate change.

Another project is the ‘Connecting Youth and Women to Sustainable Agriculture’ implemented by TAHA which engaged over 1,300 farmers mostly youth and women in a market driven horticultural value chain activities with the aim of addressing the most pressing market access and production challenges facing farmers in the project areas. Implemented in 4 regions (Arusha, Kilimanjaro, Simiyu and Mara) and covering six districts, the project produced a significant economic empowerment to youth and women whereby, 564 farmers were connected to secure markets in the UK and UAE and earned Tshs. 265 million (or US \$ 115,000)²⁸. Moreover, these farmers were expected to generate more foreign income of up to US \$ 4 million in the first year, and direct and indirect employment of at least 2,000 people when markets identified in UK and UAC are fully developed.

Similarly, project evaluations and final project implementation reports of many other projects implemented during the current CPD show positive GEWE outcomes. For instance, terminal evaluation report of the WSP found that a significant involvement of women in the range of 20% to 35% in all project activities including fish-farming, livestock, and beekeeping, women's membership²⁹. In addition, the building of capacity in the establishment of Village Community Banks (VICOBA) and Village Savings and Loans Associations (VSLA) focused on women and strengthened their participation in decision-making and economic activities. Such development is reported to have led to increased women self-confidence, voice and reduced GBV incidences related which are mostly related to economic dependence by women.

On governance, a number of projects implemented during the current CPD have equally registered positive gender impacts. UNDP support to Tanzania’s efforts to address sexual and gender-based violence (SGBV) and child protection, improve legal aid services, strengthen the capacity of the national human rights institution and monitor prison conditions have made significant positive results. For instance, UNDP supported the Office of the Director of Public Prosecutions and other criminal justice actors with training on forensic evidence management for the prosecution of SGBV cases. This support led to increased provision of legal aid services in rural communities, reaching over 18,000 individuals (38 percent women and 30 percent children) through legal representation, counselling and advice, and education³⁰. UNDP provided effective capacity building support to the Ministry of Constitutional and Legal Affairs in Mainland to provide legal aid services to 8,450 poor people in eight regions (5,200 of whom were women). Children also benefited from increased access to legal aid and the creation of children’s courts and child desks in detention centres. Through these interventions (i.e., Coordination, training and cooperation between the stakeholders dealing with SGBV) the project has led to transformative results both in Zanzibar and mainland whereby in Zanzibar, the project helped in Fast tracking of the investigations, prosecution and handling of SGBV cases prioritized which result into zero backlog of cases; Knowledge and practical skills in handling SGBV cases expanded and utilized effectively to address SGBV cases as shown in **table 4** below.

²⁸ Annual Comprehensive report (2020). Connecting Youth and Women to Sustainable Agriculture

²⁹ Terminal Evaluation report (2020). Securing Watershed Services through Sustainable Land Management in Ruvu and Zigi Catchments (Eastern Arc Region)

³⁰ RGoZ (2021). Annual Report of LEAP project

Table 4: Results of UNDP Interventions on GBV Cases in Zanzibar

TARGET	2018	2019	2020	2021
Reduction in backlog in SGBV case files*	367	614	531	630
Number of SGBV complaints in police station making it to prosecutions in court**	-	398	404	446
Increased number of cases of emerging crime prosecuted***	0	1	3	4
Number of complaints from the public respondent to criminal justice sector****	57	71	22	69

Source: RGoZ (2021). Annual Report of LEAP project

**Attendance of sexual case files expedited; Supervisory mechanism at Police station (introduction of special desk for SGBV) and prosecution (strengthening teamwork) enhanced and; Public awareness to report SGBV cases enhanced.*

***Standard of investigation enhanced; Cooperation between investigators and prosecutors improved by conducting prosecution led investigation in some stages; Specialized training for SGBV enhanced; and the number of files returned to the Police for shortage or lack of evidence decreased from 127 for 2020 to 115 for the year ending 2021³¹*

****The number of cases is low due to the lack of specialized training for prosecutors and investigators in this area and; Specialised training is needed for prosecutors and investigators.*

*****Standard of performance enhanced; Public awareness has been improved and; Transparency and incorporation level to the community enhanced.*

The above progress complements the achievements of Outcome 2.1 (enhanced effectiveness of Case Management and Reporting) through development and operationalization of the Case Management System (CMS) which was completed and tested in the High Court of Zanzibar (Vuga) in December 2021.

UNDP also supported gender mainstreaming in legislative work, with positive results achieved in the empowerment of female members of parliament, the adoption of gender-responsive budget analysis for all parliamentary committees, gender analysis of bills, and the introduction of a handbook to guide Parliament and civil society on gender mainstreaming in legislative work. These complemented other initiatives supported by Access to Justice Project implemented both on mainland and Zanzibar.

Further, the effectiveness of UNDP contribution of GEWE objectives at the national level in the mainland and Zanzibar is also evidenced by the CDE which supported the Ministry of Finance and Planning and national statistical offices to conduct baseline surveys for the SDG targets and indicators, including information on gender gaps at the national level. The project supported SDG and gender-sensitive data collection for both Zanzibar and the Mainland, contributing to Tanzania's ability to determine available data and report progress on SDG 5 (gender equality) in the 2019 Voluntary National Review report³², Five Year Development Plan II³³ and the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA II)³⁴ which sought to address inadequate capacity to plan, monitor evaluate and report on (i) implementation and (ii) financing of the national,

³² URT (2019) Voluntary National Review (VNR) Report

³³ URT (2016) National Five Year Development Plan 2016/17-2020/21 "Nurturing Industrialization for Economic Transformation and Human Development"

³⁴ RGoZ (2017) Zanzibar Strategy for Growth and Reduction of Poverty

regional and global agenda. Through the gender marker, output of ensuring gender sensitive national data systems are in place to support monitoring and reporting on development strategies, the project using a “parallel and nested” disaggregation approach facilitated the mapping of SDGs gender sensitive indicators, which are in line with Zanzibar Strategy for growth and reduction of poverty (MKUZA III) indicators in Zanzibar. The project also developed a number of key gender mainstreaming instruments shown in **Table 5 below**: List of Gender Mainstreaming instruments developed by the CDE project in Zanzibar.

Table 5: List of Gender Mainstreaming instruments developed by the CDE project in Zanzibar

S/N	Key GEWE achievements
1	Development of a mechanism for reporting SDGs gender responsive indicators for stakeholder who report in MKUZA III.
2	Capacity Building Plan to for ensuring generation of gender-responsive issues at all levels is in place
3	TWG for coordination and mainstreaming of gender responsive statistics
4	Revised statistics profile in sectors (Gender profile for Zanzibar)
5	Mechanisms for reporting gender indicators in Zanzibar
6	Road Map on data collection and reporting roles of various stakeholders of gender sensitive indicators developed
7	Recommendations on alternative methods/approaches to be used in the exercise of gender sensitive indicators in the absence of data/statistics as

At the local level, UNDP through the Mainstreaming Poverty-Environment-Gender-Climate Change Local Economic Development (LED) project supported six districts of Ileje, Nyasa, Bukoba rural, Sengerema, Kungo and Bunda to develop Guides as frameworks for Local Economic Development (LED) that provides for poverty reduction, environmental management and gender considerations in Regional Investments guides frameworks. However, this evaluation was not able to obtain clear evidence on how these guides have been implemented to contribute to poverty reduction, environment management and gender mainstreaming or whether they have led to inclusive and sustainable investment in the targeted regions. The guides were, however, appreciated by the GoT partners particularly in Kagera and Mwanza regions who reported that they have started implementing parts of these plans depending on availability and support from development partners. The project also supported localisation of the SDGs and the capacity building of the GoT for the monitoring and reporting of SDGs including SDG5 on gender equality. Basing feedback from government stakeholders, there is a strong likelihood that this project has contributed to the government efforts towards SDGs monitoring and preparation of the Voluntary Nation Report (VNR) in 2019.

Moreover, in addition to the programmatic approaches discussed above, the effectiveness of UNDP contribution on GEWE in Tanzania is enhanced by other unique and strategic UNDP circumstances including the following:

- a) UNDP’s strong, longstanding relationships with government and other partners which presents an opportunity for progress on gender mainstreaming. This allowed UNDP to convene across line ministries and development partners to address the gender dimensions of inclusive growth, environment conservation and governance. The UNDP CO adopted strategies that made useful contributions to GEWE and has demonstrated great effectiveness in influencing policy and legal frameworks and building capacity as a trusted partner of diverse stakeholders. Similarly, and as noted earlier, UNDP has worked at community level to ensure that no one is left behind. However, a good number of the local level initiatives have been either small in size or short terms and or both; factors which have limited their perceived effectiveness due to the enormity of the GEWE issues to be addressed at the local levels.

- b) **Monitoring and Evaluation System:** In line with the CPD evaluation plan, the CO office has conducted a number of planned evaluations over the CPD period. This includes outcome evaluations for each of the three programme pillars, and an evaluation of the gender impact across the three outcomes which provided relevant recommendation that have helped UNDP to improve its approaches and to GEWE.

Despite the achievements above, some of the projects in this GM-2 category did not have specific gender interventions and therefore no evidence of positive GEWE results. These projects include the “*Enhancing Forest Nature Reserves network*”³⁵ which did neither the have a gender strategy nor gender sensitive indicators in its result framework. This compromised the opportunity for addressing the participation of women in a male dominated conservation sector, and for addressing the potential negatives impact of conservation on the well-being of women who depend on natural resources for basic needs such as water and firewood. Similarly, “*Strengthening Protected Areas Network (SPANEST)*”³⁶ lacked focus on gender aspects despite its gender focused design intention for having a significant contribution to gender equality and the empowerment of women. The project mostly targeted women in the limited income generating activities. “*Sustainable Forest Management*”³⁷ is another GEM-2 project with expected significant contribution to gender equality and the empowerment of women. The project achievement on women economic empowerment were very limited and undiversified (i.e., exclusively land based only) without significant consideration of climate change and women’s limited access and ownership of land which undermine effectiveness and sustainability of impacts from such initiatives.

Moreover, as observed by the mid-term gender thematic evaluation, this evaluation has observed a knowledge gap in terms of understanding gender equality beyond a quantitative perspective or parity in participation. This is because some of supported projects such as *the “Enhancing Climate Change Resilience in Zanzibar”* reported results focused on numbers of men and women, simply “gender parity”. Key informants and various reports frequently state that the programme has ‘taken the specific ‘needs’ of women and girls into account’ or 50 % or 1/3 (as in the case of water sector where this is the requirement of the water policy) representation is encouraged but without seeming to have access to actual data that specifies what these ‘needs’ are. It is for these reasons the mid-term gender thematic evaluation referenced above concluded “While benefits and opportunities of outputs have undoubtedly reached women and men, it is not possible to assess meaningful gender differences or similarities in the absence of quantitative data”. Limited disaggregation of vulnerable and disadvantaged groups within categories of output beneficiaries may compromise the principle of inclusion. This, in turn, poses a fundamental obstacle to gender sensitive needs of women and men being accurately addressed and corresponding results being achieved and reported.

Leave No One Behind (LNB)

Through its gender sensitive and human rights-based approaches, UNDP has made deliberate efforts to operationalize the “leave no One behind” requirement through various projects implemented during the CPD period across the 3 CPD Outcomes. Under CPD **Outcome 3** (Inclusive democratic governance) Some of these projects such as “Joint Programme to support Productive Social Safety Nets (PSSN) (2014-2019)” and the “UN joint programme for the region of Kigoma” included specific outputs that were aimed at improving the social safety net of the most vulnerable and marginalized members of community in Tanzania. Although no evidence was collected by this evaluation on large scale impacts of these interventions for instance on increasing the number of households benefiting from social protection, it was learned that UNDP made interventions that will likely have significant positive impacts in future on this regard.

Notable interventions include implementation of in-depth gender assessment of the PSSN programme implemented by the TASAF which informed the development of a TASAF gender mainstreaming action

³⁵ <https://open.undp.org/projects/00083123>

³⁶ <https://open.undp.org/projects/00060996>

³⁷ <https://open.undp.org/projects/00061743>

plan and the design of new PSSN programme. In addition, the project supported development of a series of training modules on gender responsive programming for use by TASAF staff. Although no evidence was established by this evaluation regarding the actual impacts (e.g., design and roll out of gender sensitive programme and livelihood models) of the above interventions there is a high likelihood that these interventions have contributed to improving practices and approaches of TASAF and other government staff involved in social protection work.

Moreover, the evaluation learned however, that some of the anticipated results were compromised by government decision to develop a social protection policy instead of the UNDP supported National Social Protection Framework (NSPF) for coordination of social protection interventions across sectors. An independent study to assess the outcomes of the above interventions would yield the much-needed feedback to inform future programming on this area.

Under **CPD Outcome 1 (Inclusive Economic Growth and Poverty Reduction)**, some of the projects particularly the OGB project championed the LNOB principle by targeting women, youths and men in various remote and hard-to-reach areas such as Islands and other underserved areas of Tanzania. Officially named as “*Bringing Clean Energy and Water to Off-grid Tanzania rural communities (2018-2020)*”, the project promoted access to clean energy and safe water to off-grid marginalized communities in selected remote localities of Ikungi district in Singida region and the three remote islands in Lake Victoria by introducing “the Solar-based Off-grid Box technology”. The project served 24,000 people who previously had no access to electricity and clean water. In addition, the project served health centres and schools in these populous areas, addressing critical climate change-driven sanitation and drudgery crises for women, students who used to walk over 5km to collect water from seasonal open shallow wells. The project also addressed sanitation and hygiene challenges in these areas and promoted income generation activities by women through establishment of vegetable gardens that were not possible previous due to lack of water for irrigation. In addition to pumping water, the power generated by the off-grid box was also used to support operation of various social services including lighting and operations of devices at health facilities in the islands. Moreover, as noted earlier, some of policy interventions under the RARIS project promoted the LNOB objectives by ensuring that current policies and guideline guiding the agriculture sector are inclusive and consider needs of all men and women both in urban and rural areas. A specific intervention in this regard includes supporting the formalization and operationalization of crop insurance and introduction of the VAT exemptions which will benefit millions of poor and marginalized smallholder producers whose farming is increasingly under risks of climate related threats such as droughts, pests and other crop diseases. Moreover, the Kigoma Joint Program implemented by the 16 UN agencies worked together to implement further demonstrates UNDP focus on LNOB. The program targeted Kigoma as one of the two least developed regions out 26 administrative regions in Tanzania with the aim of addressing the root causes of poverty and inequality in this remote Western part Tanzania. Although this evaluation was not able to obtain results of this program, discussion with one of the implementing partners of this project revealed that this project has built capacity of key institutions and organizations in both at the regional, district and community levels which will help address prevailing poverty and inequalities in the region.

Under **CDP Outcome 2** (Environmental sustainability, climate change, and resilience), the Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into Local Economic Development (LED) and SDGs Localisation for sustainable development and poverty eradication in Tanzania promoted the LNOB principles through support on development of pro-poor regional investment guides based on pro-poor analyses that preceded development of such guides based on principles of inclusiveness and gender equality. Through this arrangement the guide identified and promoted a suite of investment options representing opportunities available to the entire population in the region including farmers, livestock keepers, fisher folks, herbalists, brewers, Beekeepers, and many other occupations for indigenous and non-indigenous groups from all walks of life. Moreover, another project, ‘Mainstreaming Environment & Climate Change adaptation in the implementation of National Policies and Development plans’ equally promoted LNOB by promoting environmental sustainability and climate change adaptation in policies and development plans in

order to mitigate negative impacts on local communities particularly the marginalized groups that are most vulnerable to both environmental degradation and climate change.

Despite the above efforts, the actual results from such interventions are not fully understood. This is partly to lack of systematic, gender focused assessment, documentation and reporting as alluded to earlier in this report. As such, increased follow up to quantify and document contribution and impacts of UNDP interventions on LNB would make a good contribution in addressing current gender gap related to lack of adequate documentation of gender impacts of UNDP interventions as noted earlier.

3.1.4 Sustainability

SCORE=S: Satisfactory

Sustainability involved assessing the likelihood that results of UNDP intervention will continue to be enjoyed by men and women in the long term and that gender issues mainstreamed therein will be sustained. This means continuation of project results after the funding period, including ownership by beneficiaries, the extent to which their strategic needs have been met through the outcomes and the extent to which capacity has been built to sustain the impact of the outcomes. From consultation with various stakeholders and review of the various evaluation documents of UNDP supported interventions, this evaluation, similar to the 2018 mid-term gender thematic evaluation, finds a strong grounds to conclude that there is a high sustainability potential of UNDP interventions through this CPD. Specific factors leading to this conclusion include the following:

- i) Government Commitment, Ownership and Enabling Environment: Over the period, 2016 to 2021, there has been progress for an enabling environment for possible real change for GEWE in the country through participating and contributing to international GEWE conventions and reporting obligations (for example CEDAW). Similarly, government coordination guidelines such as the 2018 and decentralised the implementation of the NPAVAWC (2017/18-2021/2021/22) are key arrangements that will sustain the GEWE results.
- ii) The government established gender focal persons in Ministries, departments and agencies (MDAs) as well as Gender Macro Working Group to ensure follow up and monitoring of gender mainstreaming in policies, programmes, plans and budget. According to feedback from Ministry of Gender, a number of Budget Officers, Directors and Assistant Directors were trained on gender responsive budgeting to facilitate and support the necessary gender budgeting process. The UNDP partnerships developed and implemented to ensure the sustainability of the project's results among the target groups remain mostly aligned with the government both at central and local government authority level.
- iii) Linkage with government needs, priorities and structures: All projects supported by UNDP during the CPD have been well linked within the government systems at the central, regional and local levels. Through these linkages, the projects have been able to build local capacity that provides a good platform for continuation of support to beneficiaries. One of the examples of a strong linkages with local government levels is the work on regional investment guides that are among the government's top priority tools for promoting local economic development with due attention to environmental conservation, poverty reduction, gender equality and climate change. Another example is the UNDP engagement in policies covering forestry, energy, Water, environment, climate change, and agriculture sectors through several programs including RARIS, Watershed, SE4ALL and PEI/LED. Through these initiatives, UNDP has had a significant role in promoting increased attention to the implications of climate change and gender equality for livelihoods and poverty, and mainstreaming climate change considerations at national and local levels. Successful mainstreaming of GEWE in plans, policies and strategies and institutional capacity development have a high likelihood for sustainability once firmly institutionalised within the government planning and implementation cycles and implemented.
- iii) Individual's ability to act: At the level of results, there is evidence that women taking cases of SGBV to courts and demanding their rights can be sustained even when funding ceases. Similarly, training of prosecutors,

judges and police in Zanzibar on how to complete form PF3 accurately for evidence in court in cases of SGBV is transformative result which is bound to last for years while addressing the critical challenge of SGBV. Similarly, the established groups such as The Tanzania Women Parliamentary Group (TWPG) demonstrate a potential for a continued debates and advocacy on issues related to women's rights and gender equality in the parliament. Strengthening of the competencies of individual women group members and community members and the knowledge base on farming technology, empowering women for nature-based enterprises through environmental management are knowledge and skill that will continue to be utilised in their enterprises years after project closure. Moreover, UNDP approach of reducing the time burden of women in fetching water, firewood, fishing, energy efficient cooking stoves solar systems installed; business stalls for women enterprises all have potential for sustainability.

- iv) Development of legal aid policy and legislative and regulatory frameworks: A number of legal aid reforms from UNDP supported initiatives have huge potential of sustainability. These include amendment of laws that ensured that justice is not delayed for SGBV cases and the Decree, the Penal Code which has addressed SGBV by disallowing bail for SGBV crimes and the Criminal Procedure Act to address delays in the system by reducing the role of assessors to only capital cases and by increasing the jurisdiction of the primary courts. Other interventions with greater sustainability potential on this area is the Legal Aid Policy which was developed through a participatory approach, the Legal Aid Act and regulations for Zanzibar.
- v) Statistics and Evidence base: Key statistics from the various analytical studies such as the baseline survey for the SDGs targets and indicators, 'Cost Benefit Analysis of the Community Livelihoods Improvement Initiatives in Tanzania,' Gender Gaps in Agriculture and the Tanzania Human Development Report 2017 study are already informing government gender strategies and plans whose impacts will be long-lasting, including through informing new policies, strategies and plan. Good examples the FYDP III (2021/2022-2025/2026), National Environmental Policy (2021) and the National Climate Change Response Strategy (2021/2022-2025/2026 which have used such analysis and recommendations to plan gender-sensitive interventions for the post 2016-2021 CDP period.

3.1.5 Coherence

SCORE=HS: Highly Satisfactory

The UNDP GEWE delivery mechanism has been coherent with that of its partners within the UN systems, a fact which has strategically and adequately improved the outcomes and generated gender responsive results more efficiently and coherently. An anecdotal example is the Kigoma Joint Programme where the 16 UN agencies cooperated to implemented the first ever, area-based joint planning and project implementation to address the root cause of migration through targeting its root causes of poverty and human insecurity in all its dimensions with 6 themes of sustainable energy and environment, Youth and women's economic empowerment, violence against women and children, education with focus on girls and adolescent girls, WASH (Water, Sanitation and Hygiene), and agriculture. Another project that demonstrates coherence in planning and implementation of projects with positive GEWE results is the Capacity building for SDG Coordination in Zanzibar (CDE). Through this project, UNDP in collaboration with UNWOMEN UNDP supported the RGoZ through Zanzibar Planning Commission to conduct mapping of Sustainable Development Goals (SDGs) gender sensitive indicators, which are in line with Zanzibar Strategy for growth and reduction of poverty (MKUZA III) indicators in Zanzibar and develop mechanism for reporting SDGs gender responsive indicators as part of MKUZA III reporting.

As argued by the Mid-term gender thematic evaluation report, this evaluation finds that at corporate level, UNDP Strategic Plan 2018-2021 provided a good direction through a common Chapter with UNICEF, UNFPA and UN Women that advocate for partnerships in key areas of working together: Eradicating poverty; (b) Addressing climate change; (c) Improving adolescent and maternal health;(d) Achieving gender equality and the

empowerment of women and girls; (e) Ensuring greater availability and use of disaggregated data for sustainable development (f) enhancing access to information, technology and credits.

Beyond the UN system, UNDP interventions have also been coherent with the needs, plans and priorities of the government of Tanzania as demonstrated in previous sections of this report notably under the relevancy and effectiveness sections.

3.2 Conclusions

Basing on the evidence presented above, the findings of this evaluation based on key evaluation criteria are concluded as follows

i. Relevance (*Highly Satisfactory*). UNDP's engagement in GEWE has been a reflection of strategic consideration and intervention in the development context of Tanzania in many ways. Promotion of gender equality and women empowerment is highlighted one of the key national development priorities in a number of national development plans including Zanzibar's Vision 2020, MKUZA II and III/MKUKUTA I and II, (FYDP II 2016-2021), CCM election Manifesto (2015-2020), Zanzibar and Mainland's National Plan of Action to End Violence Against Women and Children (NPAVAWC 2017/18 – 2021/22). It is also aligned with regional and international frameworks which the government has subscribed to. Moreover, UNDP GEWE interventions remained relevant to emerging issues COVID-19 and other global movements such as Generation Equality Forum. Other UNDP interventions through various projects under the **3 CPD outcomes equally** addressed concurrently the critical needs of Tanzanian women and men through number of ways including: enhancing access to resources, assets and tools of production including land, credits, markets and access to weather information (e.g. refer to projects SWS,CYWSA, EWS, KRP,JSP, KJP); and enhancing income generation and use of energy and time-saving technologies that contribute to reducing drudgery, time poverty and improving health for women (e.g. refer to projects OGB,SE4ALL,SWS,KJP).Other contributions included: enhancing and enhancing economic empowerment through job creation and sustainable livelihoods for rural and urban women and men (e.g. refer to projects YEECVCE, CYWSA, MSMEs) as well as enhancing access to justice, equitable representation and participation in decision making (e.g. refer to projects LEAP, A2J) as well as policy frameworks and institutional capacity gaps.

The main gap under this criterion remains lack of documentation and communication which has negatively impacted UNDP visibility on GEWE championship in the country.

ii. Effectiveness (*Satisfactory*). UNDP approaches, philosophies, and mechanism for delivering GEWE interventions have been effective in many ways. Through a two-pronged approaches: (i) soft support (e.g. preparation of gender systems such as Court's Case Management for GBV cases, preparation of data bases and training for paralegals as well as enhanced access to legal aid and factors of production including land, markets, water) and; (ii) hard support (e.g. economic empowerment & livelihood support through provision of tool and equipment such as solar water pumps and boreholes, energy efficient stoves, improvement of health facilities, access to credits, collection and storage facilities), UNDP provided a strong foundation for promoting GEWE objectives in the country. These approaches have contributed to women's economic empowerment in a tangible manner, and it has strengthened the ownership of critical resources (e.g, land), reduced burdens of unpaid workloads associated with such chores for collection of water, energy and other household needs which are primarily responsibilities of women. Notably, some of the interventions such as established of the Case Management System (CMS) for facilitating and tracking prosecution and other legal procedures for GBV and other criminal offenses in Zanzibar have had tremendously immediate results leading to zero backlog of SGBV cases in Zanzibar. Similarly, the above interventions have increased women's voice, confidence, and competency in undertaking viable economic development activities. They have also created a sense of urgency

among individual women who're reported to be seeking their own rights from legal authorities and made the responsible institutions more accountable in performing their duties. Further, as noted by the mid-term thematic gender evaluation report of 2018, UNDP interventions under this CPD expanded beyond the traditional gender machinery by working with Ministries (e.g., Finance and Planning) where GEWE had never been top priority thereby strengthening their accountability and results for gender mainstreaming. This has created a new culture in the country which is looked at very positively by both government and DPs.

iii. Efficiency (*Satisfactory*). UNDP CO's efficiency in contributing to GEWE in Tanzania is explained by the key factors namely (i) commitment and capacity of program staff at the CO, (ii) increased investments in gender equality through increased number of gender responsive (GEN2 & GEN3) projects and (iii) strategic partnership for GEWE. These factors facilitated smooth execution of various activities with significantly positive GEWE outcomes. Despite this achievement, UNDP allocations and expenditure on GEWE remained unclear to this evaluation despite the mentioned Gender Seal commitment of 15% and 70% budget allocations for gender mainstreaming. As a result, the evaluation was not able to assess the complete financial investments of UNDP across of all the projects implemented through the 3 CPD outcomes during the CPD lifetime. Moreover, the evaluation noted that COVID-19 compromised financial disbursements to some projects due to reprogramming and relocation of some project funds in response to COVID-19 pandemic although not all affected activities related to gender equality. As noted above, the lack of clear information allocations and expenditure for GEWE remains of the key gaps noted under this evaluation criteria.

iv. Sustainability (*Highly Satisfactory*). The sustainability consideration has been integrated in the design and implementation arrangements of all projects supported through the 3 CDP Outcomes. This arrangement which involved co-creation of projects, alignment with government structures, priorities and workplans, complemented by capacity building, ensures national ownership and leadership which are core elements of sustainability. Examples of such interventions include mainstreaming gender into Local Economic Development Plans-LED and Regional Investment Guides, mainstreaming gender in the national parliament machinery through training and adoption of gender-responsive budget analysis for all parliamentary committees, gender analysis of bills, and the introduction of a handbook to guide Parliament and civil society on gender mainstreaming in legislative work. Other interventions with significant long-lasting gender equality footprints include capacity building for legal aid providers and paralegals to improve provision of legal aid services at the subnational level (Kagera, Mara, Tanga, Dodoma and Songwe) as well as establishment of systems such as the Case Management System (CMS) for facilitating and tracking prosecution and other legal procedures for GBV and other criminal offenses in Zanzibar.

v. Coherence (*Highly Satisfactory*). Coherence of UNDP support to Tanzania was demonstrated through strategic partnerships and alliance with other UN agencies particularly under UN DaO under the UNDAF II program. The Kigoma Joint Program provides anecdotal example where the 16 UN agencies worked together to implement a pilot area-based project aimed at addressing the root causes in one of the poorest regions in Tanzania. The programme consisted of six thematic areas two of which were gender specific: Youth and Women's Economic Empowerment (YWEE) and Violence against Women and Children (VAWC). UNDP is contributed to YWEE thereby leveraging both financial resources and technical expertise for bigger results. There however, remains a room for UNDP to further enhance coherence of its work in future CPDs by leveraging GEWE tools and expertise developed by UN agencies in different thematic areas such as UNICEF (for children-oriented intervention), WMO (for weather and climate information focused projects) and FAO and WFP (for food and agriculture-oriented initiatives).

vi. Human rights (*Satisfactory*). This evaluation found good evidence suggesting that human rights considerations have been a core principle and practice of most of projects supported by UNDP through the 3 CPD Outcomes. An example is the "*Strengthening Access to Justice and Human Rights Protection in Tanzania (A2J 2017-2021)*" which sought to address the critical challenge of limited access to responsive and accountable Justice and human rights protection by Tanzania's particularly Women and other vulnerable groups to claim

their legal human rights as well as resolve their grievance. Another project is “*Promoting Legal Empowerment and Access to Justice Programme (LEAP 2019-2021)*” which supported development of an effective and responsive justice system by working with and supporting the justice sector in enacting laws and developing policies which enabled the realization of human rights, reinforced effectiveness in the provision of legal and justice services and empowering the people with knowledge of their rights and ability to seek and access meaningful legal services in Zanzibar.

3.3 Recommendations

Recommendation 1: Develop the Gender Equality Strategy (2022-2027) and Action Plan aligned to the Corporate Gender Equality Strategy: Since existing gender is out of date and following formulation of the new CPD, it is imperative that UNDP CO urgently develop the new gender strategy to guide its scope and approach on GEWE. Development of the strategy should take into account observations and recommendation of the various assessments done for the outgoing CDP including the current terminal gender evaluation, mid-term thematic gender evaluation (2018), the independent Country Programme Review (2021) and UNSDCF (2022-2027). In addition, the formulation team should also take into consideration the present political, socio-economic and technological status influencing or with potential to ways and approaches for women and men of the next five years.

Recommendation 2: Improve Documentation, Communication and Reporting on gender equality results: Since these are currently no fully executed communication for gender, future CO communication plan/strategy should integrate how it will effectively be communicating GEWE results for UNDP and provide guidance on gender sensitive language. Documentation of gender results should be regular and not wait for ROAR - Consistently disseminate GEWE good practices across CO staff, volunteers and partners. For example, there is need to document and disseminate widely how women as well as men have addressed challenge related to climate change, natural resources, clean energy, and Agriculture. Similarly, documenting the outputs of government’s pro-poor and gender responsive initiatives such as the crop insurance scheme initiated by the CPD founded RARIS project as well as UNDP contribution to the government’s 4:4:2 economic empowerment initiative for women, youth and people with disabilities respectively.

Recommendation 3: Scaling up and replication of most Impactful models

Drawing from progress made through projects under the current CPD as reported under the findings’ sections, UNDP should increase its attention and focus on poor and marginalized women, for example through access to justice work, and scaling up interventions that economically empower women, for example through agriculture value chains.

For instance, as discussed in the findings section, the “Connecting Youth & Women to Sustainable Agriculture” project on horticulture value chains which was implemented by TAHA offers a model that can be scaled up and replicated, taking on board new and emerging opportunities such as those presented by blue economy sector which is dominated by women (e.g., aquaculture, mariculture and tourism). In this area of the blue economy, meaningful and impactful intervention could include facilitating women access to technology, capital and markets to reduce both labour and losses associated with use poor technologies. Example of interventions could include:

- supporting access to cold chain facilities to address post-harvest losses in all value chain which estimated at 40%,
- Supporting access to ice-making facilities for fisher folks and island women groups, supporting various value additions aquaculture and mariculture products such as seaweed farming (need support on safety gears), crab fattening and cag fishing
- supporting collection/aggregation centers equipped with solar-powered refrigerated containers for remote and or isolated women groups that lack direct access to markets
- Support women entrepreneurs to engage in more profitable high-end positions in the fisheries supply chain (e.g., by owning/managing high capacity modern boats and other fishing gears that can be leased

out to male fisher folks interested in modern fishing including in the deep sea where there is currently limited fishing due to lack of the required gears-boats, GPS, life jackets, etc); managing processing facilities)e.g. for professional repairers of boats, nets and other gears etc
Other projects such as Of Grid Project, Watershed Project, CDE, A2J, LEAP and KJP projects equally offer best examples of models that can be scaled up and replicated with great success.

Recommendation 4: Enhance access and security to natural resources for women economic Empowerment: In the natural resources management and conservation section, UNDP through the governance portfolio should enhance support in facilitating Access to and control over assets/resources/opportunities including land which continues to be one of the critical constraints for women economic advancement in many places due to land ownership being a trusted collateral.

Recommendation 5: Intensify CO efforts on GEWE

Operationalize the Gender Markers: UNDP should ensure that gender markers assigned to projects are accompanied with corresponding outputs and indicators in the project log frame. For instance, projects assigned GM 2 should have a specific output (s) and corresponding indicator (s) for monitoring progress and reporting on achievements. Accordingly, these projects should conduct gender baseline studies and develop relevant GEWE action plans/strategies to guide the systematic and holistic interventions on GEWE.

Upgrade CO Score on gender seal process: As recommended by previous evaluations, this evaluation also finds it imperative for UNDP to continue with gender mainstreaming efforts and aim to upgrade to their gender seal status from silver to gold in the next CPD period.

Engage a dedicated Staff for Gender Mainstreaming. Given UNDP ambitions of being a model GEWE champion in the country and the current limitations on analysis, documentation and communication on gender results, this evaluation finds it imperative to recommend for recruitment a dedicated gender specialist/analyst to spearhead this effort. In addition to programmatic support within the UNDP CO, the specialist would also provide technical support and follow up to implementing partners (government, CSOs and Privates sectors) to ensure effective UNDP GEWE commitments are effectively mainstreamed in partners work plans, budgets and reports.

Ensure UNDP CO's GEWE commitments are well reflected in Senior Management's PMD. Given the need to maintain highest level of commitment, leadership and accountability, UNDP CO should review/update PMDs of senior managers (RR, DRR, Programme Coordinator, SEA, Heads of Portfolios and Pillars and Operations Manager) and ensure that their role and mandate in promoting gender equality results are well defined and measurable.

Ensure Continued Capacity Building: Given inevitable staff turnover and the endless knowledge development, UNDP CO should conduct regular training to staff and implementing partners on gender sensitive monitoring and reporting and provide them with examples of best practices where necessary. Additionally, UNDP should continue to review progress reports of various projects with deliberate gender lens and provide partners with clear comments and guidance on how to improve gender equality in subsequent reporting. One orientation training on gender equality may not suffice this need for a 3–5-year project especially since there is always staff turnover. **Boost Visibility of its efforts on Gender Equality:** In order to improve visibility and enhance access to gender information from across the various project implemented through CPD Outcomes, UNDP should include a page or table on UNDP website where gender equality information (tools, resources and reports) can be found. This arrangement will also contribute to improved GEWE communication among implementing partners and other relevant stakeholders interested to work with UNDP on gender equality.

Recommendation 6: Financial allocations for Gender Equality: Given the current challenge of lack of clear information on financial allocations for gender equality results, UNDP should, in addition to advancing GEN3 programming, conduct a review of the CO portfolio of projects to ensure compliance with 70% of programme budget for GEN2 and GEN3 projects. In addition, the CO should also review CO portfolio of projects to ensure compliance with 15% expenditure for GEN3 projects.

Recommendation 7: Tap into emerging opportunities with potential to significantly advance realization of GEWE Objectives: This may include supporting implementation of the government to implement National Action for implementation of the National commitments to the ‘Generation Equality Forum’ which seeks to achieve Gender Equality and Women Economic Empowerment by 2026 through the established task force. Some the key interventions that complement UNDP projects and policy advocacy/governance work through the “Economic Justice and Rights” thematic area include those under Action 2, 3 and 4 as listed below:

ACTION 2: Create an enabling legal and policy environment and engage women to expand decent work in the formal and informal economy to reduce the number of working women living in poverty by 2026.

- i. To review various related Policies including SMEs and Employment to incorporate issues on economic justice and rights for women.
- ii. Review URT Decent work Country Programme to include provision on economic justice for women
- iii. Provide development finance to women owned businesses to develop business-centers in all regions
- iv. Upscale Women Economic Empowerment scheme (e.g., 4% of Councils own sources, WDF and through TPB; and
- v. To improve welfare of poor and vulnerable women through income generating activities as exit strategy from poverty through safety net programmes.
- vi. To facilitate conducive environment and linkage of women entrepreneurs with Local Technology Institutes (e.g. SIDO, TIRDO and VETA) to attain technology and improve their products.
- vii. Coordinate enabling environment for stakeholders to construct Science Technology, Engineering, and Mathematics Schools (STEM) for Girls to enhance Women Economic Security

ACTION 3: Expand women’s access to and control over productive resources through increasing access to and control over land, gender – responsive financial products and services, and number of firms owned by women by 2026 through:

- i. Develop harmonized electronic system to monitor existing women economic development funds
- ii. Upscale Women Economic Empowerment scheme (e.g., 4% of Councils own sources, WDF and TPB) by partnering with private sector (e.g., Banks) to provide commercial support (screen and filter candidates) experience to promote graduation of beneficiaries.
- iii. Establish new Women Economic Fund supported by private sectors
- iv. Broad inclusion of other advanced enterprises-stage of development to be tracked after receiving seed money
- v. Hold Social behavior change campaigns (e.g., STAND for HER LAND, HAKIARDHI, MWANAMKE NA ARDHIAPP/SEGMENT) to promote cultural transformation
- vi. Review relevant land and inheritance laws to include equal rights in inheritance
- vii. Enactment of secured transaction law and collateral registry for movable assets.
- viii. Review National Financial Education Framework (2016-2020)
- ix. Develop business management, finance and innovation skillsets

- x. ix. Comprehensively, establish Centers of Excellence in agriculture and agro-processing for girls and needy women;
- xi. Upscale National Financial Inclusion Framework (2018-2022)
- xii. Promote financial inclusion through innovative approaches including application of electronic payments platforms, virtual savings and credit supply platforms
- xiii. Promote women's participation in value-addition within agricultural value-chain through linking agriculture production with agro-processing industry and agribusiness, with a gender-lens at every stage

ACTION 4: Design and implement gender-responsive macro-economic plans, budget reforms and stimulus packages so that the number of women and girls living in poverty is reduced by 85 million from through quality public social protection floors and systems by 2026

Recommendation 8: Step-up Support to Private Sector on Gender Equality: Building on previous efforts, UNDP should continue support to businesses to promote gender equality and SDGs in their business operations. In keeping with a Leave no One Behind principle, UNDP should build on previous support to Global Compact Local Network to engage both corporate and individual businesses to promote both GEWE strategies and SDGs into their business plans and operations by developing relevant gender policy and strategies. With the growing number of Network members (over 50) including influential business corporations such as TBL, Geita Gold Mine and Multi-choice, together with expertise developed of the 6 years of its operation provides GCNT with a good opportunity to expand the gender and SDG agenda to business community thereby complementing UNDP efforts in promoting gender equality across the entire spectrum public-private sector partnership.

3.4 Lessons Learned

This evaluation has identified several important lessons that are relevant for UNDP and partners. These lessons cover different aspects related knowledge, capacity, practices, attitude and strategic partnership for GEWE delivery. These are explained further below.

1. The issue of the sustainability of gender equality results is important, particularly for the gender mainstreaming in areas such as governance, climate change and natural resource management and conservation. Institutionalizing gender in parliamentary work through guidelines, induction training for new members of parliament and gender responsive budget analysis, is a good practice that has a potential positive gender impact to the general public on a long-term and intergenerational basis. Therefore, this initiative should be sustained in the next CPD through scale up and replication across other governance interventions for a broader impact
2. Similarly, strengthening the capacity of National legal institutions has multiplier effect with long lasting potential in terms of saving key factors of production of time and financial resources that are served by improved prosecution and case management systems especially for resource poor and marginalized groups of women and men in rural areas. Moreover, empowerment of female members of parliament, the adoption of gender-responsive budget analysis for all parliamentary committees, gender analysis of bills, and the introduction of a handbook to guide Parliament and civil society on gender mainstreaming in legislative work are results that will have longstanding and ripple effects.
3. The approach to gender mainstreaming remained mostly targeted, concerned with ensuring parity of participation in training and small-scale livelihood interventions, which has provided tangible benefits, but often on a limited scale. This was true in the case of work on renewable energy, protected area, and watershed management, and strengthening of early warning systems. In individual activities, and across the portfolio, there is limited evidence of more responsive and transformative approaches
4. When engaged appropriately corporate companies and other business can become gender champions. This is evidenced through work of UNDP supported Global Compact Local network which through

concerted efforts has engaged a good number of corporates and business organizations to appreciate and mainstream gender into their businesses by developing gender strategies.

5. There some knowledge gap in terms of understanding gender equality beyond a quantitative perspective or parity in participation since a good number of reports and respondents focus just on number of women and men who participated in particular activities. This calls for continued capacity building and perhaps close support to implementing partners to ensure they have adequate capacity to analyse and report more concretely on GEWE beyond numbers.
6. UNDP GEWE interventions under the current CPD remained relevant to emerging issues including COVID-19 where a number of UNDP support projects played a crucial role in enhancing community resilience to the devastating impacts of the pandemic.
7. In demonstrating what can undoubtedly be recognized as the outcome of sustained UNDP and other partners' intervention on gender mainstreaming, the government has taken forward interests and commitment to implement existing national and international commitments to GEWE and signed up to new initiatives. An example is the generation equality Forum which that the government has made commitment to implement and established both the task force and action plan with specific four areas of gender responsive actions to be implemented under the Economic Justice and rights for the period of 2022-2026.

ANNEXES

Annex 1: List of Stakeholders Consulted

Pillar	Names	Position/Project Affiliation	Contacts
UNDP CO	Angwi Mbandi	UNDP M+E Manager	Angwi.mbandi@undp.org +255786965555
	Emmanuel Nnko	Head, Pillar II	Emmanuel.nnko@undp.org 0784810048
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	Gertrude Lyatuu	Head of Environment	gertrude.lyatuu@undp.org ; +255767800174
	Abbas Kitogo	Energy and Climate Change Specialist	Abbas.kitogo@undp.org ; +255689103906
	Tulalumba Bangu	Associate	Tulalumba.bangu@undp.org ; 0789941955
	Stella Kago	Project Associate	Stella.kago@undp.org ; +255754810033
	Faustine Ninga	Project Associate	Faustine.ninga@undp.org +255784252495
	Amoni Manyama	Gender Focal Point	Amon.manyama@undp.org ;+255786965555
	Joyce Deloge	Head, Pillar III	joyce.deloge@undp.org
Reduction Pillar I : Inclusive Growth and Poverty	Rubanzibwa Projectus, Acting RAS-Kagera,	Mainstreaming Poverty-Environment-Gender- Climate Change Objectives into LED and SDGs	Projectus.Rubanzibwa@kagera.go.tz ; +255763263488
	Rachel Mbuta	Municipal Coordinator; Early Recovery; Disaster reduction	+255714606018
	Dr. Yeba Clavery	Medical Incharge; Buhembe dispensary	+255754415338
	Evania Edward	Acting DMO, Bukoba DC	+255786704164
	Neema Magege	Secondary Education Dept.	
	Anthony Chagama TAHA	Manager TAHA: <i>Connecting Youth with Sustainable Agriculture</i>	anthony.chamanga@taha.or.tz ; 0767833962
	John Victor	Communications Officer	John.victor @taha.or.tz
	Justin Ngowi	Assets & Systems Manager	Justin.ngowi@taha.or.tz
	Winnie Ndamugoba	Matron; Tengere collection center	+255759266551/0789266551
	Tengere Collection center Women Group: TAHA- <i>Connecting Youth with Sustainable Agriculture</i>	Grace Anania Perpetua Nicholous Pendo Joachim Ester Ngomuo Farida Juma	+255754446670 +255788912985 +255685318767 +255787125842 +255758001992

		Happyiness Sumbi Coletha Magagura	+255693402274 +255763758766
	Ritta Magere	Project Coordinator (Mainland): <i>Strengthen MSMEs Capacity Improve Competitiveness in Value Chains</i>	
	Bai Omary	ASDPHII-RARIS Project	Bai.shoshi@kilimo.go.tz;+255677883824
II	Pillar II Stakeholders		
Environmental Sustainability, Climate Change and Resilience	Ministry of Natural Resources and Tourism,	Forest Nature Reserve	
	Said Mabie	Ag. Regional Administrative Secretary, Arusha region	mipango@arusha.go.tz
	Amani Sanga	Ag. District Executive Director: Arumelu district	+255756826099
	Digna Massawe	Coordinator: Disaster Risk Reduction and focal point for <i>Early Warning Systems (EWS) Project</i>	
	Catherine Bamwenzaki Imelda Teikwa Nyashiru Issa Musa	Assistant Director: EIA & Climate Change Senior Marine Specialist and Gender Focal Point Senior Environmental Officer: Climate Change	catherine.bamwenzaki@vpo.go.tz +255786524908 nyashilu1979@gmail.com
	Farhat Mbarouk	Director of Environment & Focal Point for <i>Enhancing Climate Change Resilience in Zanzibar</i>	farhatmbarouk2020@gmail.com ; 0776 064 330
	Nassir Tahir	Project Coordinator: <i>Enhancing Climate Change Resilience in Zanzibar</i>	nassirtahir@gmail.com ; 0773245 398
	Rosemary Rwebugisa Bamba Bakary	Assistant Director-Water Resources (<i>Focal Point for Safeguarding Water Shed Project</i>) Project Coordinator: <i>Safeguarding Water Shed Project</i>	rosemary.arwebugisa@maji.go.tz ;+255767 253 253 bambabakary@yahoo.com ; +255766120510
	Msangi S. Ramadhani	Wami-Ruvu Environmental Officer	+255767158008
	Segule Ally Segule Stella Lymo Phillipo Patrick	Water Officer: Pangani Basin Water Board Project Accountant Hydromet stations focal person	segule.ally@maji.go.tz ; +255784232993 +255688672942 +255767951068
UNDP	Integrated Tourism Recovery & Resilience in Zbar		
Sunford Kway	Sector Coordination: Watershed Project; UN Joint Programme for Kigoma	sanford.kway@tamisemi.go.tz ;0715290074	
Rogasian Philip	Sector Coordination:	rogasianphilip123@gmail.com ; 0784399844	

	Pillar II Stakeholders	Inclusive Democratic Governance Projects	
Pillar III: Inclusive Democratic Governance Projects	Esther Msambazi	National Legal Aid Officer and focal person: <i>Strengthening Access to Justice and Human Rights Protection in Tanzania</i>	+255755108589
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	Neema S. Chikila	Accountant: <i>Capacity Building for SDGs and MKUZA III Coordination and Reporting in Zanzibar</i>	+255777498723
	Yusuph Ally	Director: <i>Promoting Legal Empowerment and Access to Justice Program</i>	samush612@gmail.com
	Jokha Rashid Hamis	Project Coordinator & M+E officer: <i>Promoting Legal Empowerment and Access to Justice Program</i>	jokharashyd@gmail.com ; +255777 269 966 +255777431114
	Hamisa Mmanyanya Makame	Director; Attorney General Chamber	+255777414734/+255625998077
	Saada Musa Shaban	Focal Person (Head of Planning): <i>Promoting Legal Empowerment and Access to Justice Program</i>	
	Lilian Liundi	Executive Director; Tanzania Gender Networking Program (TGNP)	lilian.liundi@tgnp.or.tz ; +255786600099
Shakila Mayumana	Program Officer: TGNP	Shakila.mayumana@tgnp.or.tz ; 0782112048	
Zainabu Mmary	Program Officer: TGNP	zainab.mmary@tgnp.or.tz	

Annex 2.1: Full list of Documents reviewed

Tanzania (TZ) Vision 2025	The URT Five Year Development Plan II 2016/17-2020-21
National Implementation Strategy for Gender and Development (2005)	The National Gender and Development Policy 2000
Tanzania Convention on Elimination of All Forms of Discrimination against Women (CEDAW) Report	Gender baseline assessment/situational analysis or similar analytical report (gender audit report) that formed the basis for the strategy in 2016
East Africa Community Gender Policy 2018	United Nations Development Assistance Plan II
Common Country Assessment for the UNDP II	UNDP CPD for URT 2016-2021
UNDP Gender Equality Strategy 2018 - 2021	UNDP Tanzania Country Office Gender Equality Strategy 2016 – 2021
UNDP TZ Project Proposals (2016 -2021)	UNDP TZ (2016 -2021) Project Progress Reports
UNDP TZ (2016 -2021) Mid-Term Evaluation Reports	UNDP TZ (2016 -2021) Terminal Reports
Concept Notes	
MKU2A III	Vision 2020 for Zanzibar
ROAR 2016-2019	UNDP Strategic Plan 2016-2021
Some financial reports that showing financial allocations for GEWE	Internal monitoring mission report to show how UNDP monitors and report on GEWE (i.e., gender disaggregation)
Zanzibar Women Protection and Development Policy	Gender Seal Process document
Thematic evaluation of UNDP's contribution to Gender Equality and Women's Empowerment at mid-term stage of implementation of the Country Programme Document 2016 – 2021	Project Terminal Evaluation Report Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania.
Terminal Evaluation: Strengthening Climate Information and Early Warning Systems in Tanzania for Climate Resilient Development and Adaptation to Climate Change.	Terminal Evaluation: Terminal Evaluation of Rapid Response Implementation Support to the Ministry of Agriculture and the Agriculture Lead Ministries
Mid-Term Evaluation: Inclusive Growth and Sustainable Livelihoods Pillar of the UNDP Tanzania	Terminal Evaluation: Securing Watershed Services through Sustainable Land Management in the Ruvu and Zigi Catchments in Tanzania
Mid-Term Evaluation of the Inclusive Democratic Governance Pillar	Terminal Evaluation of the Support to Zanzibar Legal Sector Reform Program

Annex 3: Survey Questionnaire

A	Relevance
1	To what extent has UNDP selected methods of delivering GEWE priorities been appropriate to the local development contexts, realities and needs of your area?
2	Has UNDP been influential in the national and local policy debates and dialogues on GEWE and has it influenced your local policies and actions on GEWE reforms and human rights protection?
3	Are the results and/or progress towards results aligned and contributing to the local GEWE interests and priorities as linked to the national, regional and global gender frameworks including Agenda 2030 and its targets?
B	Effectiveness
1	What systematic and appropriate efforts were made to include various groups of stakeholders, including the most vulnerable such as rural women, persons with disabilities and other vulnerable groups during the programme's implementation?
2	How well did the UNDP develop responses to reduce the root causes of GEWE in the mainland and Zanzibar ?
3	How are UNDP's interventions contributing to changing attitudes and behaviours towards human rights and gender equality?
4	How has UNDP's programmes, projects and other interventions contributed to promoting GEWE that benefits women, persons with disabilities, other vulnerable groups?
5	To what extent did the programme achieve its planned GEWE results?
6	What key reasons contributed to the achievement or not achieving the intended results?
7	What are the lessons learnt from the programme in terms of effectiveness?
C	Efficiency
1	To what extent are UNDP resources (financial, time, male/female staff, technical and gender expertise) adequate, relevant to address gender inequalities and root causes in your area of influence?
2	Are you aware of UNDP's GE strategy? If so, how efficient and cost effective has its execution been? Are adequate resources (technical financial and skills) availed on time to facilitate needed action?
3	To what extent are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned GEWE outcome sufficiently sensitive to the socio-cultural, political and development priorities of your area?
D	Sustainability
1	How will the benefits of UNDP's program, projects and other interventions in respect to gender mainstreaming and women's empowerment continue, or are likely to continue in the future?

2	Based on your experience with UNDP which GEWE components of the program should be carried over into the next CPD, and are there any recommendations for their improvement?
E Coherence	
1	To what extent has UNDP's programme been coherent with that of its partners within the UN System
2	How are the GEWE CPD interventions similar or different to the programme outputs of other UN agencies?
3	How have UNDP's GEWE alliances been strategic and adequate to generate gender responsive results?
4	How will you assess the level of collaboration among the UN agencies engaged in GEWE actions to deliver as one for the mainland and Zanzibar?

Annex 2.2: List of Projects Assessed for this evaluation

S/N	Project No. & Title	Duration
1	00061911: Pro-Poor Economic Growth & environmentally sustainable development	2011-2019
2	00092476: Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into Local Economic Development (LED) and SDGs Localisation for sustainable development and poverty eradication in Tanzania	2018-2022
3	00068928-Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture and the Agricultural Lead Ministries	2013-2021
4	00068926-Southern Agricultural Corridor Support Project (SAGCOT)	2012-2018-
5	00085002-Joint Programme to support Productive Social Safety	2014-2019
6	00103503-UN Joint Programme for Kigoma	2017-2021
7] 00112905-Youths Economic Empowerment	2018-2019
8	00117721-Connecting youth and women with sustainable agriculture through off-grid integrated farming hub in 6 districts of Tanzania	2019-2020
9	00112905-Youth Economic Empowerment through Connecting Dots in the Value Chain Ecosystem - YEEVACE	2018-2019
10	00117721-Connecting youth and women with sustainable agriculture through off-grid integrated farming hub (IFH) in six (6) districts of Tanzania	2019-2020
11	Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania	2014-2020
12	00060996 - Strengthening protected areas network in southern Tanzania-improving the effectiveness of national park in addressing threats to biodiversity - SPANEST	2011- 2018
13	00086631-Securing Watershed services through sustainable land management in the Ruvu and Zigi Catchments (Eastern Arc Region) of Tanzania - Ruvu & Zigi catchments	2016-2020
14	061743-Mainstream Sustainable Forest Management (SFM) in the Miombo Woodlands of Western Tanzania	2012-2018

15	00087082-Reducing Unintended Persistent Organic Pollutants (UPOPs) and Mercury Releases from Health Sector in Africa	2015-2020
16	00068935-Climate Change Adaptation support through small grant programme	2012-2018
17	00061990-Mainstreaming Environment & Climate Change adaptation in the implementation of National Policies and Development plans	2011-2019
18	00094386Enhancing Climate Change Resilience in Zanzibar	2018-2021
19	00061988-Capacity development in the Energy sector and extractive industries (CADESE)	2012-2019
20	00094384-Sustainable Energy for All implementation in Tanzania Programme (SE4ALL)	2017-2021
21	00112252-Bringing Clean Energy and Water to Off-grid Tanzania rural communities	2018-2020
22	00074211- “Strengthening Climate Information and Early Warning Systems in Tanzania for Climate Resilient Development and Adaptation to Climate Change	2013-2018
23	00102185-Support to Early Recovery after Kagera earthquake	2017-2019
24	00068932-Democratic Empowerment Project	2012-2018
25	00060696-Legislature Support Project	2011-2017
26	00095419-Legislative Support Project II	2017-2021
27	00112226-Promoting Legal Empowerment and Access to Justice (LEAP)	2018-2021
28	00095421- Access to Justice and Human Rights Protection (A2J)	2017-2021
29	00092478-Consolidation of a UN Global Compact Local Network	2017-2020
30	00102469-Capacity building for SDG Coordination Zanzibar	2018-2021

Annex 4: Detailed information of Evaluator(s)

Erneus Kaijage- National Consultant

Erneus Kaijage (MSc. in Environmental Economics) has more than 15 years of work experience of working on or integrating gender and youth inclusion in key sectors of the economy where women and youth take front seats including agriculture, Water, energy, climate change, environment/natural resources management projects. He has in-depth experience in Conducting ESIA/SEA as well as developing successful full-sized and costed project proposals/documents (PRODOCs) that have been approved and funded by multilateral and global funding agencies notably, GEF, World Bank, UN, and AfDB, just to mention. For instance, as articulated below, Erneus has, over the past 5-years, been engaged as an ESIA expert for energy and value chain projects in Ethiopia, Zambia, Burkinafaso, Rwanda, and Kenya for preparation of respective ESMF documentation in line with AfDB Social and Environmental Safeguards Framework. Similarly, Erneus has been involved at the national level in the formulation of over 5-multi-year and multi-million dollars projects that have successfully been funded by GEF/UNDP, WB and other bilateral organization such as NORAD. Moreover, Erneus has been in-depth experience in project management, monitoring and evaluation and has over the past 5-years evaluated over 10-multi-year, multimillion dollars projects on agriculture, water, energy, climate change and natural resources management in Tanzania and other countries in the region where gender and youth inclusion where among the core objectives of these projects. Furthermore, with his economic background, Erneus has worked on a number of assignments related to financial analysis/tracking including the recent (2019) assignment on evaluation of the impacts of the digital Saving system on Women and Youth funded by the government of Canada as well as the analysis of the Gender Gap in Financial Inclusion in Tanzania funded by the Tanzania's Financial Sector Deeping Trust (2018).

Erneus has excellent, knowledge, skills and experience in working with stakeholders at various levels including high ranking government officials-both policy/decision-makers and advisors, donors, services providers-financial and technological as well as with CSOs, research and academia. Has worked with UN agencies in Tanzania (especially UNDP and FAO) and other international organization (WB, AfDB and EU) on a number of assignments where gender equality and youth inclusion has been a frontline consideration.

Has good knowledge of working languages and active work contacts in Ethiopia, Zambia, Rwanda, Kenya and Uganda

Annex 5: Field Mission Plan



UNDP Gender Term Evaluation

Draft Field Mission Plan

Date/Time	Meeting Location and Contact	Status
Initial Meeting with UNDP		
01 - 04 Feb	Dar es Salaam – Interview with UNDP staff	UNDP CO
Field Mission		
Sun. Feb 6 th	Travel (Dodoma)	Done
Mon. Feb 7 th	AM VPO-DoE, Secretary-NA, Women MPs (Dodoma)	Done
	PM Min of Energy, MoFP, visit to Beneficiaries in Bahi	Done
Tues. Feb 8 th	AM TAMISEMI, MOA, (Dodoma)	Done
	PM MoW, MCLA, REA (Dodoma)	Done
	Fly Dom-Dar	Done
Wed. Feb 9 th	AM Travel to Bukoba	Done
	PM Meeting with RAS Kagera	Done
Thurs Feb 10 th	AM Interviews with Beneficiaries in BK	Done
	PM Interviews with Beneficiaries in BK	Done
Friday Feb 11 th	AM Travel to Mwanza	Done
	PM Meeting with RAS, IRDP	Done
Sat. Feb 12 th	AM Meeting with beneficiaries in Simiyu	Done
	PM Fly to Kilimanjaro/Arusha	Done
Mon Feb 14 th	AM Meeting with TAHA, Tanzania association of tour operators (Arusha)	Done
	PM Visit to Beneficiaries Arusha/Arumeru DC & Pangani basin	Done
	PM Fly to Zanzibar	
Tues Feb 15 th	AM FVPO Zanzibar, ZEMA, POCLPSGG, Planning Comm, DPP	Done
	PM NCCIA, ZLS, AGC, Visit to beneficiaries in Zanzibar	Done
Wed. Feb 16 th	AM Travel Zanzibar -Dar	Done
	PM Travel (Morogoro)	Done
Thurs. Feb 17 st	AM EAMCEF, Sokoine University	Done
	PM Beneficiaries in Zigi/Ruvu catchment	Done
Frid Feb 18 th	AM Travels (Dar)	Done
Mon Feb 21 st	AM European Union, Sweden, (Dar es Salaam)	Done
	PM GIZ, Denmark, FCDO (Dar es Salaam)	Done

Date/Time		Meeting Location and Contact	Status
Tues Feb 22nd	AM	DPP, + TFS, NLUPC (Dar es Salaam)	Done
	PM	Interview with CHRAGG, AGC; MCLA, TLS, (DAR)	
Wed 23rd	AM	CSOs-TGNP, TAMWA and TAWLAE, LHRC, (DAR)	Done
	PM	Interviews with ESRF, NEEC, (Dar es Salaam)	Done
Mon Feb 11th	PM	Virtual Validation workshop of preliminary findings	Not done

Annex 6: List of some of the projects IN UNDP TZ showing their corresponding Gender markers and Partners

Name of project	Gender marker	Partner
00068928 - Rapid Response Implementation Support	GEN 1	Ministry of Agriculture, Food Security & Cooperatives (MAF)
00086631 - Securing Watershed services - Ruvu & Zigi catchments	Gen 2	Pangani water Basin
00092475 - Safeguarding Zanzibar's Forest and Coastal Habitats	Gen 2	UNDP
00092476 - Mainstreaming Poverty-Environment-Gender-Climate Change	GEN 2	Simiyu Regional Administrative Secretary (SIMIYU RAS) Inst.of Rural Dev&Planning
00092478 - Consolidation of a UN Global Compact Local Network	GEN 2	United Nations Development Programme (UNDP)
00094384 - Sustainable Energy for All	GEN 2	Ministry of Energy & Minerals (MEM)
00094386 - Zanzibar Climate Change Program	Gen 2	Zanzibar Revolutionary Government (GOZ) First Vice-President's Znz
00095415 - Enhancing capacity for dvp results and effectiveness	Gen 2	Ministry Of Finance (MOF)
00095419 - Legislative Support Project II	GEN 2	National Assembly (NA)
00095421 - Access to Justice and Human Rights Protection	GEN 2	Ministry of Constitution & Legal Affairs (MCLA)
00100296 - Combating Wildlife poaching	GEN 2	Ministry of Natural Resources & Tourism (MNRT)
00102185 - Support to Early Recovery	GEN 2	United Nations Development Programme (UNDP) KAGERA REG-ADMIN SECRETARY
00102469 - Capacity building for SDG Coordination Z/bar	GEN 2	Planning Commission Zanzibar (PC-ZNZ)
00103503 - UN Joint Programme for Kigoma	Gen 3	Prime Minister's Office-RALG (PMO-RALG)
00112226 - Promoting Legal Empowerment and Access to Justice	Gen 1	President's Office-Zanzibar (PO-Znz)
00112905 - Youths Econ Empowerment; through Connecting Dots VC Ecos	Gen 2	United Nations Development Programme (UNDP)
00117721 - Connecting Youth with Sustain Agri .	GEN 2	United Nations Development Programme (UNDP) Tanzania horticultural organisation
00118381 - Tackling illegal maritime activities	Gen 1	- UNDP (Direct Execution) (UNDP)
00126129 - Strengthen MSMEs Capacity Improve Competitiveness in VC	Gen2	Ministry of Industry & Trade (MIT)
00126190 - Strengthen Innovative financing Mechanism	Gen2	United Nations Development Programme (UNDP)

		Planning Commission Znz National Bureau of Statistics
00127363 - Integrated Innovation Ecosystem Strengthening Programme	Gen2	United Nations Development Programme (UNDP)
00129858 - Integrated Tourism Recovery and Resilience in Zanzibar	Gen2	United Nations Development Programme (UNDP)
00133011 - Enhance Conservation of Protected Forest Areas	Gen 2	
00133203 - Green Growth & Disruptive Digital Innovation for Tourism	Gen 2	United Nations Development Programme (UNDP) Horticulture Association Zanzibar Comm for Tourism TANZANIA ASS.OF TOUR OPER
00133373 - Support to Civilian training		UNDP (Direct Execution) (UNDP)
00134027 Funguo	Gen 2	United Nations Development Programme (UNDP)
Democratic empowerment project		National Execution (NEX)
00092477 - Cross-border conflict prevention	Gen 2	United Nations Development Programme (UNDP)
00089902 - Combating Poaching and illegal wildlife trade	Gen 2	Govt of TZ
00068935 - Climate Change Adaptation support through SGP	Gen 2	Govt of TZ
00061944 - Legal Sector Reform Zanzibar	Gen1	Govt of TZ
00049717 - Strengthening Capacities of PSAs & NGOs in selected Africa	Gen 3	Govt of TZ
00061943 - Policy Coherence, Core Reforms	Gen1	Govt of TZ
00061971 - Development Partners Group Secretariat	Gen 1	Govt of TZ
00061988 - Capacity for energy sector & extractives	Gen 1 and Gen 2	Govt of TZ
00068926 - Southern Agricultural Corridor Support Project	Gen1	Govt of TZ
00074211 - Climate Information & Early Warning Systems in Tanzania	Gen 2	Govt of TZ
00061942 - Capacity Development for Mainstreaming Trade	Gen 1	Ministry of Industry and Trade
00060996 - Strengthening protected areas in southern Tanzania	Gen 1	TANAPA
00061743 - Mainstream Sustainable Forest Management In the Miombo	Gen 2	RAS Tabora
00061990 - Mainstreaming Environment & Climate Change in Dev plans	Gen 1	Govt of TZ
00083123 - Enhancing the Forest Nature Reserves Network	Gen 2	Tanzania Forest Services Agency(TFS)

00061911 - Pro-Poor Economic Growth & Environment Sustainable Dev	Gen 2	Govt of TZ
00087082 - Reducing UPOPs and Mercury Releases from Health Sector	Gen 1	Ministry of Health
00085002 - Joint Programme to support Productive Social Safety Nets	Gen 2	Govt of TZ