

EVALUATION DEPARTMENT

REPORT 5/2018 COUNTRY EVALUATION BRIEF



Norad

Tanzania

Evaluation Portrait



1 Tanzania – Evaluation Portrait

1.1 2016

1.1.1 Independent UNIDO Country Evaluation

<i>Evaluation</i>	<i>Independent UNIDO Country Evaluation</i>
Published (year)	2016
Author/Agency	UNIDO Independent evaluation division
Commissioned by	UNIDO
Type of evaluation	Donor portfolio
Project period	2011-2016
Keywords	Industrial development
Abstract	The evaluation considered 27 interventions implemented by UNIDO, which it classified in three clusters: (i) Policy, national systems, statistics, trade; (ii) Value chain development, industrial upgrading, entrepreneurship; (iii) Environment and energy. The aim of the evaluation was to draw lessons from the current Country Programme and identify areas for improvement to enhance the relevance and effectiveness of future UNIDO interventions in Tanzania. Industrial development has always been a long-term goal for the Government of Tanzania, and UNIDO activities were well aligned with national priorities. The objectives of the interventions were to strengthen government capacity in formulating evidence-based industrial policies and strategies to support industrial growth and advancing economic competitiveness, create shared prosperity, increase the employability of youth graduates in micro, small and medium enterprises, foster youth entrepreneurship as a means of self-employment and to safeguard the environment and improving access to modern energy. Regarding policy, national systems, statistics and trade, the most notable successful intervention was the strengthening of the analytical capacity of the National Bureau of Statistics and staff of the Ministry of Industry, Trade and Investment because of its influence on the Five Year Development Plan. Value chain development, industrial upgrading and entrepreneurship development projects had either achieved their results or were on track to achieve them. Results in environment and energy projects were clearly identified at the design stage and had been achieved or were likely to be achieved. The evaluation team found that some projects were too technical and too standardized with insufficient context analysis and inadequate local ownership, which in turn limited the interventions' achievements.
Cross-cutting issues	Gender
Link to evaluation	http://www.unido.org/fileadmin/user_media_upgrade/Resources/Evaluation/CE_URT-2016_ebook.pdf

1.1.2 Evaluation of Tanzania UNDP 2011-2016

<i>Evaluation</i>	<i>Evaluation of Tanzania UNDP 2011-2016</i>
Published (year)	2016
Author/Agency	Independent evaluation team consisting of a number of external experts
Commissioned by	GoT and UN
Type of evaluation	Donor portfolio

Project period	2011-2015
Keywords	Multi-sector
Abstract	This independent evaluation was commissioned jointly by the Government of Tanzania and the UN Country Team in Tanzania (UNCT) to assess the implementation of the 2011-2015 United Nations Development Assistance Plan (UNDAP) for Tanzania. The UNDAP is unique in the UN system in that it integrates all activities of all UN agencies into one integrated results-based management framework, that is aligned with the national goals and priorities of the GoTs development strategy frameworks, MKUKUTA II and MKUZA II. The UNDAP is based around three strategic pillars for engagement. These are: economic growth/environment; social well-being, and governance/combined with refugees and emergencies. Each pillar is into sectoral strategies with defined results frameworks. The UNDAP is structured into results chains linking key actions, outputs, outcomes to the corresponding national high-level goals. These form the basis for preparing annual work plans that are monitored and reported on twice a year. The underlying theory of DaO is that UN agencies have an underused potential in terms of synergies and complementarities between their technical/sectoral areas of competence and functional roles, which can be released by working within a commonly defined results framework. The evaluation found multiple examples of this arrangement bringing value by participating UN agencies discovering and defining opportunities for a productive division of roles and tasks in relation to a larger objective, for “parallel” implementation, if not truly joint implementation. The evaluation team argues that the main challenge in Tanzania is not a lack of good policies, strategies and plans, but implementation of these into reality. The overall impression is that the UNDAP with its extensive scope and reach is trying to do too many important things at the same time with limited resources, and that UN agencies are therefore constantly forced with making too many strategic choices between upstream-downstream, between programs with nation-wide coverage and more concentrated efforts at micro-levels.
Cross-cutting issues	Governance
Link to evaluation	https://www.unicef.org/evaldatabase/files/Final_UNDAP_Evaluation_Report_2011-2016_Tanzania_2015-007.pdf

1.1.3 Project Performance Assessment Report: Local Government Support Project

Evaluation	<i>Project Performance Assessment Report: Local Government Support Project</i>
Published (year)	2016
Author/Agency	IEG (WB) Human Development and Economic Management Department
Commissioned by	World Bank
Type of evaluation	Project Performance Assessment
Project period	2005-2012
Keywords	Fiscal decentralization, local government, public sector, public financial management, infrastructure
Abstract	This project performance assessment report evaluates the extent to which the objectives of the World Banks’ “Tanzania Local Government Project” (2005-2012) were achieved. Specifically, the evaluation assesses the operations relevance, efficacy, and efficiency. It also evaluates the level of sustainability of project results, as well as the donors and the

	implementing agencies performance in the design and implementation stages. The project was approved as part of the GoTs decentralization agenda and aimed to achieve two objectives: (a) to strengthen fiscal decentralization, and improve accountability in the use of local government resources and in the management of intergovernmental transfer systems; (b) to increase access to infrastructure and services in the Unplanned Areas of Dar es Salaam and improve revenue performance for sustainable operation and maintenance. The evaluation finds that the project success was greater in terms of improving access to infrastructure (access to infrastructure for households increased significantly in the project area), than it was in terms of strengthening fiscal decentralization. The evaluation finds that the challenges related to achieving the first objective were related both to project design and the country context. The project had a complex design that did not take into account the differences in capacity across local governments and it was scaled up too fast for sufficient capacity to be build up, which complicated implementation. However, even more importantly was that the Government's commitment to the decentralization faded after the change of administration, which took place at the start of the project. This resulted in a less than sufficient Government and stakeholder commitment throughout the project. The evaluation also concludes that the Government's as well as the donors' faded interest in the decentralization poses a significant threat to the sustainability of results.
Cross-cutting issues	Not addressed
Link to evaluation	https://ieg.worldbankgroup.org/Data/reports/TanzaniaLocalGovtSupport-PPAR.pdf

1.1.4 Evaluation of Finland's Development Cooperation Country Strategies and Country Strategy Modality

Evaluation	<i>Evaluation of Finland's Development Cooperation Country Strategies and Country Strategy Modality</i>
Published (year)	2016
Author/Agency	Mokoro Ltd and Indufor Oy
Commissioned by	MFA Finland
Type of evaluation	Donor portfolio
Project period	2013-2015
Keywords	Governance, service delivery, natural resource management, access to land, employment
Abstract	The report evaluates Finland's Country Strategy for Tanzania for the period 2013 – 2015, with the objective of providing evidence on the successes and challenges of the country strategy. The Finnish country strategy was built around three pillars: good governance and equitable service delivery; sustainable use and management of natural resources and access to land; and promotion of inclusive, sustainable and employment-enhancing growth. The evaluation finds limited evidence of development impact resulting from the activities carried out under the country strategy. The lack of results was mainly considered to be the result of contextual factors. The evaluation finds that the overall climate for aid effectiveness deteriorated during the period. This was due to a worsening political and governance context, which hindered the achievement of development results. Some interventions were effective in establishing promising paradigms, but failed at implementation. In the area of governance, the Public Finance

	Management Reform Programme (PFMRP) was evaluated to be the most effective. However, the success was mainly in achieving project objectives rather than generating long-term changes at the policy level. The implementation of the country strategy interventions focused too heavily on the delivery of outputs which constrained the development results. Evaluation of effectiveness is however hampered by the limited amount of outcome data being reported from these interventions.
Cross-cutting issues	Governance, inequality, climate change, and gender equality
Link to evaluation	http://formin.finland.fi/public/default.aspx?contentid=351538&contentlan=2&culture=fi-FI

1.1.5 Evaluation of STACA Strengthening Tanzania's Anti-Corruption Action (STACA) programme (2016)

Evaluation	<i>Evaluation of STACA Strengthening Tanzania's Anti-Corruption Action (STACA) programme (2016)</i>
Published (year)	2016
Author/Agency	CMI and REPOA
Commissioned by	DFID
Type of evaluation	This evaluation analyses six cases of the broader STACA programme. These cases represent the most important activities, but the evaluation does not represent an assessment of the programme as a whole.
Project period	2012-2016
Keywords	Governance, anti-corruption, transparency, accountability
Abstract	The evaluation analyses the results achieved to date, the programme's theory of change, and the challenges and successes in making a complex anti-corruption and governance programme, such as STACA, work. The programme specifically aims at a better processing of criminal cases between the different law enforcement institutions in Tanzania. STACA stands out as one of the first programmes delivered by the aid community that sought to go beyond support to individual law enforcement institutions and have a holistic vision for strengthening the anti-corruption sector. At the outcome-level, there are no visible signs that STACA has led to a more active enforcement of anti-corruption laws and systems in Tanzania. The many individual training activities and the provision of equipment did not exceed the sum of their parts. Some activities had a clear rationale for improving the law enforcement chain; others did not. Key bottlenecks remain for effective investigation, prosecution, and sanctioning and these will require measures other than training to remove them. Given the programme's short duration, however, the evaluator considers it premature to deliver a final judgement on the programme's performance. Some decisions involving the management of STACA lowered its efficiency. Work plans were drawn up and a large number of training activities conducted; sometimes with no direct link to the aim of improving collaboration between law enforcement institutions. The programme underestimated how difficult, complex and time-consuming it would be to change collaborative practices among law enforcement institutions. Success in enforcing anti-corruption laws is not solely influenced by organisational capacity and high-level political will. It requires certain critical reconditions as well: (a) trust between agencies; (b) incentives to cooperate within and between agencies; and (c) changes in practices, procedures, and laws. More management and expert support needs to be supplied to ensure that it is implemented according to plan. Moreover, the program lacked baseline data, and the team had difficulty in obtaining comprehensive data to gauge the extent of changes in

	effectiveness of anti-corruption and law enforcement mechanisms.
Cross-cutting issues	Governance
Link to evaluation	https://www.cmi.no/publications/file/5867-strengthening-tanzanias-anti-corruption-action.pdf

1.1.6 REDD+ hits the ground. Lessons learned from Tanzania's REDD+ pilot projects

Evaluation	<i>REDD+ hits the ground. Lessons learned from Tanzania's REDD+ pilot projects</i>
Published (year)	2016
Author/Agency	International Institute for Environment and Development
Commissioned by	UK Aid
Type of evaluation	Program specific
Project period	2009-2015
Keywords	Deforestation and forest degradation
Abstract	This report reviews the experiences and lessons learned from a series of pilot projects with the goal of testing approaches to reducing deforestation and forest degradation (REDD+), launched by the Tanzanian government together with the Embassy of Norway in 2009. The report finds that Tanzania's unique legal and institutional framework for decentralised forest management has provided new opportunities to test how communities can be engaged in REDD+. Some of the new opportunities that have emerged include benefit sharing approaches, designed and endorsed by the final recipients. These offer the most promising models for ensuring continued support for forest protection and improved management. Individual payment approaches, while costly to establish and maintain, have been found to minimise risks of elite capture and ensure widespread support for REDD+ across a given community. In addition, the inclusion of free, prior and informed consent (FPIC) within project certification schemes has strengthened engagement between project proponents and participating communities, when compared with more mainstream approaches to community-based natural resource management (CBNRM) in Tanzania. The technical challenges of establishing robust measurement, monitoring, reporting and verification systems have been a major hurdle for most projects, which in turn have delayed the development of approved project design documents. Other challenges have been low carbon stocks within Tanzania's dry miombo forests and the high costs of implementing projects in remote areas of the country, which coupled with a weakening market for carbon, have undermined the economic viability of voluntary carbon projects. Limited interest from buyers in forest carbon has also meant that no projects have to date been able to sell carbon on the voluntary market.
Cross-cutting issues	Environment, climate-change
Link to evaluation	http://pubs.iied.org/pdfs/16614IIED.pdf

1.1.7 Second Social Action Fund (Tanzania Social Action Fund (TASAF II))

Evaluation	<i>Second Social Action Fund (Tanzania Social Action Fund (TASAF II))</i>
Published (year)	2016
Author/Agency	IEG
Commissioned by	World Bank

Type of evaluation	Program specific
Project period	2005-2012
Keywords	Community-development, social development
Abstract	This evaluation assesses the performance of the second Tanzania Social Action Fund (TASAF II) project, implemented over the period 2005–2012. The objective of the fund was to improve access of beneficiary households to enhanced socioeconomic services and income-generating opportunities. To achieve the objective, activities were centered around two components: (1) a National Village Fund, which financed projects to improve community access to basic services and increase incomes of poor and vulnerable households; and (2) a capacity enhancement component to finance information campaigns, technical assistance, and capacity building for local authorities and communities to facilitate participatory planning and implementation of the projects. The evaluation finds the results concerning increased access to socioeconomic services to be only modest, which was considered an outcome of weaknesses in the information and communications program; and/or lower-than-expected engagement in the subproject cycle through the village assemblies. The fund did however reach its objectives in improving the livelihoods of households. These achievements are assigned to the implementation of public work schemes and the forming of savings-investment groups contributed to both empowering women and increasing the impact of the public-work schemes, as it offered the opportunity for investment in small-business activity and household assets.
Cross-cutting issues	Gender
Link to evaluation	http://documents.worldbank.org/curated/en/494161469129624966/pdf/106388-PPAR-P157067-Box396277B-OUO-9-tanzania-0716.pdf

1.1.8 Terminal evaluation of southern agriculture growth corridor of Tanzania SAGCOT

Evaluation	<i>Terminal evaluation of southern agriculture growth corridor of Tanzania SAGCOT</i>
Published (year)	2016
Author/Agency	Case consulting
Commissioned by	UNDP
Type of evaluation	Program specific
Project period	2012-2015
Keywords	Private sector development (agriculture), capacity building
Abstract	The evaluation assesses the main achievements, challenges and lessons learnt in the process of implementing the Southern Agriculture Growth Corridor SAGCOT Capacity Building Project. The project was implemented upon request by the GoT to support the SAGCOT Centre, which was formed as a public-private partnership entity to facilitate the SAGCOT initiative. However, immediately after its formation, it was faced with a lack of institutional capacity to perform its functions, which include among others coordination, partnership building and promotion of agricultural investments into the corridor. Against this backdrop the SAGCOT Capacity Development project was set out to deliver two main outputs: (i) Strengthened capacity of SAGCOT Centre to effectively forge partnerships and coordinate the implementation of the SAGCOT five-year work-plan; (ii) Strengthened capacity of the Ministry of Agriculture, Food Security and Cooperatives and Rufiji Basin Development Authority (RUBADA) to support smaller holder farmers' engagement in the corridor.

	The evaluation established that the project made significant achievements under each of the two sets of objectives. Factors contributing to success included that the intervention logic was sound with proper linkages between all the project variables (activities, implementation strategies, outputs and outcomes). The participatory approach that was adopted throughout the project cycle was key in ensuring robust project interventions and implementation strategies that supported the realization of the set outputs. Furthermore, the project was well aligned with the national development priorities as well as national commitments to regional and global (MDGs and SDGs) obligations. This facilitated strong government support; a factor that contributed to project success. The project largely achieved its set output targets, which increased demand for scaling up the project activities even beyond the SAGCOT area. The project greatly contributed to the capacity strengthening of the SAGCOT institutions, which were thus better able to deliver on their mandates. In effect, the institutions formulated policies and built systems that will continuously guide the execution of their responsibilities.
Cross-cutting issues	Gender, human rights and environment
Link to evaluation	https://erc.undp.org/evaluation/documents/download/10016

1.1.9 Swedish development cooperation with Tanzania - Has it helped the poor?

Evaluation	<i>Swedish development cooperation with Tanzania - Has it helped the poor?</i>
Published (year)	2016
Author/Agency	Expertgruppen för biståndsanalys (EBA)
Commissioned by	Sweden
Type of evaluation	Overall donor portfolio
Project period	1962-2013
Keywords	Poverty reduction, Swedish aid in Tanzania in the period 1962-2013
Abstract	The evaluation seeks to answer whether – and, if so, how – Swedish aid has helped to reduce poverty in Tanzania. The focus is on the entire history of cooperation, from 1962 to today. The aim of the study has been to both look into the conditions for implementing evaluations of Swedish development cooperation and at the same time study the long-term effects of aid contributions in an individual country. The objective of Swedish aid in the period between 1962 and 2013 was to reduce poverty in Tanzania. During the period from 1997, the evaluation suggests that Sweden modality for providing aid, support through general budget support, has been beneficial in contributing to reductions in poverty in Tanzania. Evidence suggests that this support has enabled the Government of Tanzania to support pro-poor development expenditure and also strengthen its own administrative and governance systems. In recent years there has been a re-emergence of concerns related to corruption which created tensions between the GoT and the donor community. Development achievements are also considered to have decreased under the government of President Jakaya Kikwete, who came into office in 2005. The evaluation also notes that aid fragmentation and proliferation have placed excessive stress on Tanzania's capacity to effectively absorb development aid. Tanzania has traditionally struggled with governance and related public administration issues and the evaluation finds limited evidence in the improvements in this area over the evaluation period. Furthermore, lacking awareness of the need of capacity building and missing emphasis on the importance of advocacy and dialogue have dampened the success Swedish bilateral support.

Cross-cutting issues	Governance
Link to evaluation	https://openaid.se/app/uploads/2015/03/2016-10-Swedish-Development-Cooperation-with-Tanzania-Has-it-Helped-the-Poor.pdf

1.1.10 Impact assessment of Norwegian support to the energy and road sectors in Pemba (Zanzibar)

<i>Evaluation</i>	<i>Impact assessment of Norwegian support to the energy and road sectors in Pemba (Zanzibar)</i>
Published (year)	2016
Author/Agency	ILPI
Commissioned by	Norad
Type of evaluation	Project specific
Project period	2009-2010
Keywords	Infrastructure, electrification (supply of electricity), road-improvement
Abstract	The report presents the results of the evaluation of a bundle of projects aimed at strengthening the electricity and road transport infrastructures of the island of Pemba (Zanzibar). The projects consisted principally of the establishment of a submarine electrical cable between Pemba and mainland Tanzania, the electrification of villages and the rehabilitation of several roads in rural areas of the island, mainly implemented in 2009-2010. The projects have had a substantial positive impact on the welfare of the inhabitants of Pemba through various channels, in particular the improved mobility and better access to health facilities. The supply side of the Pemban economy has also greatly benefitted from access to reliable power and roads. In many traditional activities such as fishing and carpentry, production processes have been modernised. The projects have also triggered an unprecedented number of business and job creations. But the projects have had unintended negative impacts too, in the first place in terms of increased victims of road traffic accidents. In contrast with these clear-cut indications, the report produces no substantial evidence on the effects of the interventions on incomes and on poverty reduction. This is explained by lack of economic data, the fact that some of the most important effects of the projects, in particular those related to better health, education and gender relations will only materialize in the longer term and, finally, that a large part of the potential benefits of the projects remains untapped mostly because of weak governance or inadequate accompanying measures. The report pinpoints the pervasiveness and harmfulness of the effects of weak governance, and pleads for an enhanced emphasis on the benefits of better institutions.
Cross-cutting issues	Governance
Link to evaluation	http://ilpi.org/wp-content/uploads/2015/04/Pemba-impact-assessment-ILPI-EFO.pdf

1.1.11 Lessons learned from the End Reviews of the CCIAM and EPINAV Programmes

<i>Evaluation</i>	<i>Lessons learned from the End Reviews of the CCIAM and EPINAV Programmes</i>
Published (year)	2016
Author/Agency	Palladium
Commissioned by	Norway

Type of evaluation	Program specific
Project period	2010-2016
Keywords	Natural resources, agriculture, climate change adaption and mitigation
Abstract	The report presents the combined lessons learned from the End Reviews of two Norwegian funded programs, the “Enhancing Pro poor Innovation in Natural Resources and Agricultural Value Chain” (EPINAV) and the “Climate Change Impacts, Adaptation and Mitigation” (CCIAM). Both programs were implemented from 2010 to 2016. Implementation was led by the Sokoine University of Agriculture (SUA) in collaboration with Norwegian institutions coordinated by the Norwegian University of Life Sciences (NMBU). Both programs were built around a number of research projects, strategic interventions, institutional collaboration, and capacity building. Specifically, EPINAV focused its research and capacity building on agricultural production and adaptation to climate change, whilst CCIAM focused on climate change more broadly as well as Reducing Emissions from Deforestation and Degradation (REDD+). Overall the programs were considered to have been implemented successfully. The main result achieved was the large amount of research developed under the programs, which has supported SUA in developing further as a modern academic institution. The programs generated numerous publication of peer reviewed articles and papers, and led to increased exposure of involved researchers through their participation in conferences and presentations. Furthermore, the creation of an online open-access repository provided a valuable one-stop-shop for accessing knowledge and outputs from the CCIAM program and broader climate change information and research in Tanzania. The evaluation notes a number of challenges in terms of design of the programs. In particular, it states that the portfolios of research projects and strategic interventions were poorly linked to each other and lacked coherence. Other design challenges included: too small and specific projects, which limited the research value and possibility to draw generalized conclusions from the interventions. On the other hand, the chosen approach of the programs which included multiple institutions in program design and implementation was considered highly strategic and proved effective in ensuring that a broad range of resources, expertise and perspectives were brought into the projects. This approach was also effective in building a national network or ‘community of practice’ around the subject area that would also constitute a sustainable foundation for action and engagement on climate change and REDD+. Another factor for success was that the programs actively ensured that training and partnership opportunities were open to key Government stakeholders at national and district level. This was a highly effective way of ensuring higher levels of engagement across key sectors and institutions within the emerging dialogue around climate change.
Cross-cutting issues	Gender
Link to evaluation	Not available online

1.2 2015

1.2.1 Assessment of development results evaluation of UNDP contribution to Tanzania

Evaluation	<i>Assessment of development results evaluation of UNDP contribution to Tanzania</i>
Published (year)	2015
Author/Agency	Independent Evaluation Office of the United Nations Development

	Programme
Commissioned by	UNDP
Type of evaluation	Donor portfolio
Project period	2007-2016
Keywords	Multisector
Abstract	The evaluation aims at capturing and demonstrating evaluative evidence of UNDP's contribution to development results and its strategic positioning in Tanzania. The UNDP Tanzania country programme for the periods 2007-11 and 2011-16 covered the areas of democratic governance (DG), capacity development (CD), private sector development and trade (PSD), HIV/AIDS (HIV), crisis prevention and recovery (CPR), environment and natural resource management (ERM), and energy and climate change (ECC). The evaluation highlights the following results in the different areas: DG: The UNDP has contributed broadly to changes in the governance context through trainings and capacity building of officials, institutional developments, election support initiatives, etc. In addition, specific deliverables in the support to the national monitoring system, formulation of development plans, aid management and facilitation of MDGs were observed. HIV: UNDP has contributed to the creation and strengthening of an enabling environment for the national response. UNDP's role in several areas was critical, particularly in institutional capacity building of the two AIDS commissions, local government, CSOs and networks of people living with and in raising awareness about the importance of addressing the epidemic from human development perspectives. CPR: The disaster management policy and guidelines and the platforms for stakeholder dialogue, established with UNDP help in the mainland and Zanzibar, have now become reference points for disaster management efforts. The improvements in the skills and capacity of government focal points have started to become evident at national level (gaps remain at local levels). ERM: The support by the UNDP has contributed to the management and effective enforcement of policies for sustainable use of forest, energy and water resources, as well as to the enhancement of capacity at national and district levels. ECC: The evaluation finds that the development assistance has created new jobs, developed the Tanzania National Climate Change Strategy and increased awareness on climate change among government officials and communities. PSD: Limited contribution to the objectives, although there is a slight improvement in the current cycle. One of the shortcoming observed across most of the areas are weaknesses in project monitoring and reporting.
Cross-cutting issues	Gender, governance
Link to evaluation	http://web.undp.org/evaluation/evaluations/adr/tanzania.shtml

1.2.2 Evaluation Twaweza: Tanzania

Evaluation	Evaluation Twaweza: Tanzania
Published (year)	2015
Author/Agency	Policy Research International Inc.
Commissioned by	Swedish Embassy in Tanzania on behalf of Sida

Type of evaluation	Initiative specific
Project period	2009-2014
Keywords	Access to information, service delivery in education, health and water over a ten-year time frame (2009-2018)
Abstract	Twaweza was a joint initiative, funded by multiple donors interested in improving transparency, accountability, and citizen agency in East Africa, and in promoting improved services in education, health and water. The objective of the Twaweza initiative was to enable millions of ordinary citizens in East Africa to access information, express views, and take initiative to improve their situation and hold government to account, access basic services (primary and secondary education, primary health care, clean water) that are of better quality, and exercise greater control over resources that have a bearing on these services. The evaluation considers that Twaweza's most significant contributions are in two areas. One is on the question of whether the education system in Tanzania (and in East Africa) is working to produce learning and possible changes. There have been several important successful outcomes related to and via Uwezo (a national assessment of basic literacy and numeracy in Africa), supported by other Twaweza outputs such as the media and strategic engagement. The second set of outcomes is observed in three categories of "Citizen Agency" - access to information; exercising voice; and monitoring services and the government. There were however a few shortcomings in the implementation of the initiative. The governance structures were found to be inadequate for providing strategic guidance to a complex initiative such as Twaweza. Twaweza's existing descriptive and strategic documents lack sufficient clarity to support future planning, learning, monitoring and evaluation, and also to support greater stakeholder understanding. Although Learning, Monitoring and Evaluation activities and results have always been stated priorities for Twaweza, there have been multiple challenges in translating this commitment into practice, beyond monitoring. An finally, Twaweza has consistently underspent its proposed budget.
Cross-cutting issues	Access to information, governance
Link to evaluation	http://www.sida.se/contentassets/a42dfa2d39604e67859b02734451cba5/f9cd9e43-d8fb-4b7d-994c-ee775ee6df.pdf

1.2.3 IFAD Country Programme Evaluation: United Republic of Tanzania

Evaluation	IFAD Country Programme Evaluation: United Republic of Tanzania
Published (year)	2015
Author/Agency	Independent office of evaluation (IFAD)
Commissioned by	IFAD
Type of evaluation	Overall country portfolio
Project period	2004-2012
Keywords	Agricultural development, rural development, support to SMEs, market access, rural financing
Abstract	The country program evaluation assesses three pillars of IFAD's country program: (i) the performance and impact of the portfolio of program and projects supported by IFAD's loans; (ii) the performance and results of non-lending activities in the country; and (iii) the relevance and effectiveness of the 2003 and 2007 country strategic opportunities programs. The evaluation covers IFAD's activities 2004-2014. The main projects supported during the evaluation period were basket-

	funding to the Agricultural Sector Development Program – ASDP (a sector-wide multi-donor financing mechanism); two investment lending projects “the Rural Micro, Small and Medium Enterprise Support Program”, and the “Marketing Infrastructure, Value Addition and Rural Finance Support Program”; and a few non-lending activities, including: policy dialogue, knowledge management and partnership-building. Overall the project portfolio showed mixed results. The activities related to improving agricultural infrastructure funded under the ASDP were the most successful while activities focused on improving value chains, marketing and access to financing were less effective. Over the evaluation period agricultural productivity and food security increased significantly in Tanzania. The evaluation finds a number of challenges related to the design of IFAD projects. In particular it highlights that projects were constrained by a number of incorrect assumptions at the design stage, due to: (i) insufficient value chain diagnostics; (ii) insufficient focus on implementation feasibility (iii) limited consultation at design with the private sector; (iv) and a lack of learning from previous program in the country and the region. The main challenges related to the achievement of the country strategies objectives were identified to be: (i) an overly ambitious strategy; and (ii) and lack of incorporation of lessons learned from the first strategy into the second.
Cross-cutting issues	Gender
Link to evaluation	https://www.ifad.org/documents/10180/48874428-6e38-4c96-9f2c-ca0b06dbd15b

1.2.4 Performance evaluation of the strengthening pediatric HIV and AIDS services in Tanzania program

Evaluation	Performance evaluation of the strengthening pediatric HIV and AIDS services in Tanzania program
Published (year)	2015
Author/Agency	United States Agency for International Development
Commissioned by	USAID
Type of evaluation	Program specific
Project period	2008-2015
Keywords	Health, HIV/Aids
Abstract	The purpose of this performance evaluation was to evaluate to what extent the goals and objectives of the Baylor International Pediatric AIDS Initiative (BIPAI) had been achieved. In August 2008 USAID/Tanzania awarded a 7-year grant to Baylor University to strengthen services for prevention, early detection, treatment and care of pediatric HIV/AIDS in the Southern Highlands and the Lake zones. Using a combination of private and public funding, the BIPAI program established two Centers of Excellence (CoE) on the campuses of the Bugando Consultant Hospital in Mwanza and the Mbeya Regional Hospital in Mbeya, and it initiated a comprehensive set of activities to reduce HIV/AIDS-related morbidity and mortality of infants and children. The evaluation concludes that the performance and quality of the BIPAI's work have met or exceeded the expectations of USAID/Tanzania. Key findings include quantitative and qualitative evidence that the program has been (1) increasing the early identification, testing and treating of HIV-exposed and HIV-infected children in the Lake and Southern Highlands zones; (2) improving the early identification, treatment and care of HIV-

	infected children through outreach activities and the improvement of HCW competencies by combining case-based classroom training with a clinical attachment followed by on-the-job mentoring at the CoEs and outreach sites; and (3) satisfying most stakeholders with the performance and quality of its training, outreach and clinical services.
Cross-cutting issues	Not specifically addressed
Link to evaluation	http://pdf.usaid.gov/pdf_docs/PA00KJFF.pdf

1.2.5 Country Portfolio evaluation: An evaluation of WFP's Portfolio

Evaluation	Country Portfolio evaluation: An evaluation of WFP's Portfolio
Published (year)	2015
Author/Agency	Mokoro
Commissioned by	World Food Programme, UN
Type of evaluation	Donor portfolio
Project period	2011-2014
Keywords	Food security, agriculture, nutrition
Abstract	This country portfolio evaluation covers all WFP operations in Tanzania from 2011 to 2014. It assessed WFP's alignment of activities and strategic positioning; the quality of the organizations strategic decision-making; and the performance and results of the portfolio. WFP's country strategy 2011–2015 identified three priorities; emergency humanitarian action; food security and nutrition support; and community investments in food security support. The main components of the portfolio were food assistance for assets (FFA), school feeding, blanket supplementary feeding and targeted supplementary feeding to support mother-and-child health and nutrition (MCHN), emergency relief (with general food distribution) and support to HIV and AIDS clients. WFP achieved substantial FFA outputs of a satisfactory technical standard that put communities at center stage, benefitting 27 percent of chronically food-insecure people in eight regions. WFP reported substantial achievements in capacity development, primarily at the technical and operational levels. Focus group discussions with teachers, parents and other local stakeholders indicated satisfaction with the outcomes of WFP school feeding, including perceived increases in enrolment, attendance, concentration, and performance. Interviews and a review of health facility registers showed overall satisfaction with nutrition outcomes, with health-seeking behavior of mothers and young children increasing in catchment areas. FFA activities had however, only a limited effect on beneficiaries' resilience to livelihood shocks and stresses. Levels of production and income remained low, alternative livelihood and coping strategies limited, and community support systems weak. For nutrition activities, funding was one of several factors that drastically reduced the number of supplementary feeding beneficiaries below target.
Cross-cutting issues	Gender
Link to evaluation	http://documents.wfp.org/stellent/groups/public/documents/reports/wfp278942.pdf?_ga=2.209282002.1305361892.1499424629-1211317570.1499424629

1.2.6 External Evaluation of Restless Development Tanzania Programmes 2007-2015

<i>Evaluation</i>	<i>External Evaluation of Restless Development Tanzania Programmes 2007-2015</i>
Published (year)	2015
Author/Agency	Indevelop
Commissioned by	Sida
Type of evaluation	Program specific
Project period	2007-2015
Keywords	Social development, youth, sexual and reproductive health (SRH), civil society, livelihood, employment
Abstract	Restless Development Tanzania is a youth-led organization that works with young national and community volunteers and youth networks to promote the rights of young Tanzanians. The organization currently targets young citizens in urban and rural settings in 18 regions of Tanzania, focusing on three strategic areas, namely sexual and reproductive health and rights (SRHR), civic participation and livelihoods and employment. The evaluation found that the organization has been able to strengthen young people's civic participation. The engagement of large number of young people in the constitutional review process and the ability to produce a coordinated proposal of a Youth Council are important achievements. The long-term commitment to address SRH has resulted in increased knowledge on HIV, STIs, how to prevent early pregnancies and how to access health services among a large group of young Tanzanians. The collaboration with primary and secondary schools and governmental bodies at different levels have contributed to a broad outreach and important results such as a decrease in early pregnancies and young girls dropping out of school. The entrepreneurship training and employment promotion services to young people have improved knowledge on how to start and run a business. Overall, activities resulted in young people engaging in productive income generating activities but it was not possible to assess to what extent generated incomes were used to contribute to household incomes. Restless Development were found to have committed and engaged staff but struggles with some challenges in the area of monitoring and evaluation and in its institutional set-up. The evaluators also found that cooperation with other actors to be insufficient. By not seeking linkages and synergies with the private sectors and other organizations, Restless Development misses out on opportunities of organizational learning and on providing youth groups with a more comprehensive approach.
Cross-cutting issues	Gender
Link to evaluation	http://www.sida.se/contentassets/37639dd6602944e9be6a2be90b9e0b02/72837df8-52ee-4743-97bb-2a498d9167ea.pdf

1.2.7 Evaluation of TUSEME Programme in Tanzania

<i>Evaluation</i>	<i>Evaluation of TUSEME Programme in Tanzania</i>
Published (year)	2015
Author/Agency	(Independent consultants)
Commissioned by	UNICEF
Type of evaluation	Program specific

Project period	2007-2015
Keywords	Youth(/girl) empowerment
Abstract	The purpose of this evaluation was to examine the relevance, efficiency, and, effectiveness of the TUSEME programme. Furthermore, the evaluation sought to establish the impact and sustainability of the programme as a basis for deciding its future direction. TUSEME was founded in 1996 at the University of Dar es Salaam, in response to girl's poor educational attainment. It was later adopted by the Ministry of Education and Culture as one of the Ministry's pioneering projects. UNICEF started supporting the project in 2007. The focus of UNICEF's support was on primary schools to improve completion and retention rates among girls. The TUSEME programme is built on a Gender Responsive Model that provides a framework for giving girls a voice to understand, interrogate, and confront marginalizing practices, beliefs and attitudes that make them vulnerable to adversity. In particular, the TUSEME project aims to serve as a platform for speaking out and expressing views on problems that affect children's academic and social development, for empowering girls to identify and analyze problems that hinder their academic and social development and to take action to solve the problems. Additionally, TUSEME seeks to help children acquire life skills necessary for them to deal positively and effectively with the demands and challenges of everyday life, support school children to learn about sexual and reproductive health and to boost gender equality by showing how girls can be leaders in activities that are traditionally performed by boys. The evaluation finds that the TUSEME has been effective in empowering girls to speak out about their problems and taking appropriate actions to address them. The impact of TUSEME is evidently notable in increasing young people's comprehensive knowledge of HIV and AIDS, equipping them with necessary skills to identify and avoid risk behaviors and in improving self-efficacy and self-esteem.
Cross-cutting issues	Gender
Link to evaluation	https://www.unicef.org/evaldatabase/files/TUSEME_REPORT_-_Final_(Tanzania_2015-008).pdf

1.3 2014

1.3.1 Country Evaluation Cooperation Strategy Tanzania 2011-2014

Evaluation	Country Evaluation Cooperation Strategy Tanzania 2011-2014
Published (year)	2014
Author/Agency	Evaluation and Corporate Controlling Division, SDC
Commissioned by	SDC
Type of evaluation	Overall donor portfolio
Project period	2011-2014
Keywords	Poverty reduction; private sector development, agriculture, health, governance, social accountability
Abstract	This evaluation analyses Switzerland's cooperation with Tanzania as defined in the Cooperation Strategy (CS) 2011 – 2014. The CS's overall goal is poverty reduction through the contribution of the three thematic domains: i) private sector development in agriculture; ii) health; and iii) governance and social accountability. The Private Sector Development in Agriculture (PSD/A) domain had a strong focus on value chain development. The evaluation finds that the

	Swiss interventions contributed to improved income and employment opportunities in the project area. Farmers and processors became better equipped to defend their interests (negotiation with traders, ownership issues, interaction with GoT). Storage methods improved, which reduced the vulnerability of farmers to external climate and price changes. In health, the evaluation finds that SDC has a well-defined portfolio building on its long-standing support to the sector and that there is broad consensus among the stakeholders that interventions had achieved good results and made substantial contributions towards Tanzania's health goals. The Governance and Social Accountability (G&SA) domain focused on strengthening civil society and the media through collaboration with non-governmental organizations with national outreach. The G&SA programme has contributed to development outcomes by enhancing the capacity of CSOs and media to demand accountable and quality service delivery from the government, and thereby help to make services work better for the poor. The evaluation identified a number of factors contributing to the success of the programs. The PSD area benefitted from highly motivated project partners and several of the projects had long cooperation periods, which facilitated the realization of outcomes and achievements. The evaluation also notes that the counterparts appreciated the patience and flexibility of SDC. A contextual factor that facilitated the governance work was that Tanzania, contrary to many of its neighbors, did not restrict the interaction/support by DPs to CSOs.
Cross-cutting issues	Gender
Link to evaluation	https://doc.rero.ch/record/235600/files/29-Evaluation_Tanzania_2011_-_2014.pdf

1.3.2 Evaluation study of Norwegian Church Aid Resources and Finance Thematic Area

Evaluation	<i>Evaluation study of Norwegian Church Aid Resources and Finance Thematic Area</i>
Published (year)	2014
Author/Agency	Development Impact
Commissioned by	Norwegian Church Aid
Type of evaluation	Program specific
Project period	2011-2015
Keywords	Budget monitoring, public expenditure tracking
Abstract	This evaluation examines the achievements and challenges encountered in the course of implementation of the Resources and Finance programme of The NVCA (2011-2015). The Resources and Finance Program seek to use interfaith approach to mobilize for national legislation to secure public revenues. NCA's focus has been to strengthen the capacity and the role of the Interfaith Standing Committee on Economic Justice and Integrity of Creation to challenge local and national government as well as companies for increased accountability in the governance of national resources. NCA has also been promoting budget monitoring and public expenditure tracking. The objective of this support was to build the capacity of ordinary citizens to track public resources at the grass root level in order to improve their ability to hold leaders to account for misuse of public resources allocated for development at community level. The evaluation finds that the capacity building activities were successful in increasing peoples' understanding of their role in promoting good

	governance and accountability at the community level and that the planned activities had been implemented and outcomes achieved. Challenges identified in the evaluation included resistances from local leaders which demonstrated itself in some project participants receiving threats and criticisms from local politicians. To avoid similar situations in the future the evaluation recommends stronger focus on bringing various stakeholders on board. In practical terms, this could have been done through a stronger focus on also including and training those who were subject to the auditing in the project.
Cross-cutting issues	Governance
Link to evaluation	https://www.norad.no/en/toolspublications/publications/2014/evaluation-study-of-norwegian-church-aid-resources-and-finance-programme/

1.3.3 Evaluation of the Tanzania Gender Networking Programme Strategic Plan

Evaluation	<i>Evaluation of the Tanzania Gender Networking Programme Strategic Plan</i>
Published (year)	2014
Author/Agency	Indevelop
Commissioned by	Sida
Type of evaluation	Program specific
Project period	2008-2012
Keywords	Gender equality, social justice
Abstract	The purpose of this evaluation was to review and analyse Tanzania Gender Network Program's (TGNP) relevance, effectiveness, efficiency, sustainability and impact during the period from 2008 to 2012. TGNP's objective was to transform the Tanzanian society towards gender equality and social justice. Under the period 2008-2012, TGNP underwent restructuring and made a strategic shift to focus on its catalyst role in transformative feminist movement building (TFMB), and on "going to scale" country-wide through a network of Knowledge Centres. The TGNP was identified to have been influential on many different levels, both on local and on national government levels, as well as in the wider NGO community. The TGNP activities contributed to several significant effects and changes in behavior and actions on local/village level. For example, it increased villagers' ability to hold decision-makers accountable and responsible for the provision of social services and the allocation of funds, increased awareness among women of their rights, more women are openly raising women's issues, especially marginalised women, and some women are now more confident and politically active. TGNP were found to clearly and consistently have spoken out for minority groups, whether LGBTI or sex workers, and as such is one of the few organisations in the country to take a stand on these issues. However, the lack of a strategy on where and how to address these culturally sensitive issues, has led to a backlash that has affected the whole organisation.
Cross-cutting issues	Gender
Link to evaluation	http://www.sida.se/contentassets/fc3e9aec6e824a77a75f625cd850c06a/e-valuation-of-the-tanzania-gender-networking-programme-strategic-plan---final-report_3736.pdf

1.3.4 Strengthening transparency, accountability, responsibility (STAR) program evaluation

Evaluation	<i>Strengthening transparency, accountability, responsibility (STAR) program evaluation</i>
Published (year)	2014
Author/Agency	Democracy International, Inc.
Commissioned by	USAID
Type of evaluation	Program specific
Project period	2009-2012
Keywords	Governance (transparency and accountability in public allocation programs)
Abstract	The purpose of the evaluation was to provide a post-program independent performance evaluation and to use lessons learned from those programs to inform USAID/Tanzania's current and future programming. The objectives of the STAR program was, inter alia, to build the capacity of the citizens in selected districts to enable them to participate in the development plans, monitoring of local budgets and service delivery, and to strengthen their voice in demanding a transparent, accountable and responsive government. Furthermore, the program sought to enhance capacity of civil society organizations (CSOs) and citizen groups to engage in participatory policy making and planning process, especially in monitoring and evaluating public services and goods. STAR generated several positive benefits. While there were no concrete measures of or precise reporting on program impact, the team found extensive qualitative evidence of positive program effects. While this evidence may have been partially anecdotal, these anecdotes were mutually independent and too broadly dispersed to be dismissed as accidental.
Cross-cutting issues	Governance
Link to evaluation	http://pdf.usaid.gov/pdf_docs/PA00KD5D.pdf

1.4 2013

1.4.1 Evaluation of Norwegian Church Aid - Livelihoods and Trade Programme Final Report

Evaluation	<i>Evaluation of Norwegian Church Aid - Livelihoods and Trade Programme Final Report</i>
Published (year)	2013
Author/Agency	University of Dar es Salaam
Commissioned by	Norwegian Church Aid
Type of evaluation	Program specific
Project period	2011-2013
Keywords	Microfinance, SME, agribusiness, rural communities, economic empowerment on women
Abstract	This report evaluates "the Livelihood and Trade programme", implemented by the Norwegian Church Aid. This program was built around the establishment of inter-religious village community banks in which people were encouraged to save resources in an accumulated common pool, from which they could borrow for investments in small businesses, in particular agribusinesses. The underlying rationale was that the increased access to finance for business investments improves the

	communities' livelihoods. Activities supported by the project included: (1) training and establishment of community banking groups; (2) support the groups in mobilizing resources and establish micro businesses; (3) support branding, formalization and use of banking groups as a vehicle for development. Overall the evaluation found that the project had achieved positive results. It was effective in establishing community banking groups in all of the 15 districts covered by the program. The program was further considered to have been successful in increasing access to finance for business investments for poor people in the target areas. Major challenges addressed in the evaluation included: inconsistency between project partners and the target groups. The majority of partners were urban, while the target group was rural people. Supervision was identified to have been weak, resulting among other things in reported misuse of project equipment. Further limitations included, lack of experience sharing among project partners. In addition, results were hampered due to the fact that the businesses created under the project were highly homogeneous, creating competition among the project beneficiaries over resources and market shares. Several beneficiaries also lacked the skills for managing businesses leading to poor business results. The evaluation finds both contextual and program-specific factors that have benefited the project. The former included and expanding space for NCA to conduct their activities. The latter included the participation of different faith-based organizations in the program design which ensured participation of both Christian and Muslim denominations in the implementation of the project.
Cross-cutting issues	Gender
Link to evaluation	https://www.norad.no/om-bistand/publikasjon/ngo-evaluations/2013/evaluation-of-nca--livelihoods-and-trade-programme-final-report/

1.4.2 Final evaluation of the UN-REDD programme

Evaluation	Final evaluation of the UN-REDD programme
Published (year)	2013
Author/Agency	Nelson Gapare, Dr. Christopher William
Commissioned by	UN-REDD-programme, and government of the United Republic of Tanzania
Type of evaluation	Program specific
Project period	2010-2013
Keywords	Environment, climate change, deforestation, governance
Abstract	The objective of the report was to evaluate and assess the status of REDD+ readiness in Tanzania, including gaps and challenges to be addressed and the Tanzania UN-REDD National Programmes (TNP) possible role in the future REDD+ process in the country. The objective of TNP is to assist Tanzania to prepare and implement the national REDD+ strategy. The expected outcomes were to strengthen the national governance framework and institutional capacities for REDD+, increase the capacity for capturing REDD+ elements within National Monitoring, Assessment, Reporting and Verification systems, to improve the capacity to manage REDD+ and provide other forest ecosystem services at district and local levels, and finally, to build a broad-based stakeholder support for REDD+ in Tanzania. The TNP has (alongside the Norwegian and Finnish support), contributed to catalyzing discussion and development of some fundamental

	components of REDD+ readiness. The level of confidence to engage in national and global discourse has gradually increased through the support on governance frameworks, stakeholder engagement, safeguards, monitoring, reporting and verification. However, the presence of multiple support programmes has created a complex environment which in some cases has caused confusion, duplication, poor coordination and coordination, and significant administrative burdens as each bilateral or multilateral programme tries to achieve its objectives and in some cases competing strategies. Poor coordination and collaboration, lack of national strategic direction and flawed design that lacked robust analysis of the national context to identify key risks has thus stifled the effectiveness, sustainability and likelihood for significant impacts.
Cross-cutting issues	Gender, governance
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/7017

1.4.3 Performance Evaluation for the Integrated Water, Sanitation and Hygiene (iWASH) Program

Evaluation	Performance Evaluation for the Integrated Water, Sanitation and Hygiene (iWASH) Program
Published (year)	2013
Author/Agency	International Business & Technical Consultants, Inc. (IBTCI)
Commissioned by	USAID
Type of evaluation	Program specific
Project period	2010-2013
Keywords	Water and sanitation
Abstract	The evaluation's purpose was to inform USAID and relevant stakeholders on the overall key achievements and outcomes of the project. In addition, the evaluation sought to assess the effectiveness of the project's approach in meeting the aim of the USG goals for water, biodiversity and climate change, the effectiveness of the project and its integrated design in achieving intended results and to assess the sustainability of the approaches and potentials for scaling up. The iWash-project aimed at increasing access to water supply, sanitation and hygiene services by poor rural and small town dwellers. As a means of accomplishing these goals the project also sought to increase the number and capacity of private sector entrepreneurs and business and to develop the capacity of local government and NGOs to provide WASH services. Furthermore, the project aimed at increasing access to sustainable financing for communities and entrepreneurs engaged in WASH services and to increase sustainable management of watersheds and water resources quantity and quality. Overall, the evaluation found the program to be largely successful. In improved water supply, objectives were generally accomplished to reasonably high standards; in sanitation and hygiene, results were achieved to a somewhat lesser degree. Objectives in private sector promotion considered to have been satisfactorily accomplished. One of the main features of the project contributing to the positive outcomes was the project's balance between capacity development and service delivery, ensuring both accomplishment of tangible outputs in the first place and adequate community capacity to sustain the achievements.
Cross-cutting issues	Gender
Link to evaluation	http://pdf.usaid.gov/pdf_docs/PA00JM6X.pdf

1.4.4 Joint Evaluation of Budget Support to Tanzania: lessons learned and recommendations for the future

Evaluation	<i>Joint Evaluation of Budget Support to Tanzania: lessons learned and recommendations for the future</i>
Published (year)	2013
Author/Agency	European Commission, The Ministry of Foreign Affairs of Denmark, Irish Aid, The Ministry of foreign affairs of the Netherlands and the Ministry of Finance of Tanzania
Commissioned by	14 Development Partners: the African Development Bank, Canada, Denmark, The European Commission, Finland, Ireland, Japan, Germany, the Netherlands, Norway, Sweden, Switzerland, the United Kingdom and the World Bank
Type of evaluation	General and Sector Budget Support operations undertaken in Tanzania
Project period	2005-2012
Keywords	Budget support, PFM
Abstract	The evaluation has addressed the General and Sector Budget Support operations undertaken in Tanzania from 2005/06 to 2011/12. The budget support provided over this period amount to almost US\$ 5,000 million - an annual average disbursement of US\$ 694 million, provided by 14 Development Partners. The aim of the donors' budget support to Tanzania has been to provide the means to implement Government policy, to facilitate improvements in Government policies, and to attain sustainable outcomes and impacts on economic growth and poverty reduction. The evaluation finds that over the past 8 years, the budget support has had an important influence on growth, on improved outcomes in the education sector and on improvements in non-income poverty. Budget Support funds have allowed the Government to maintain a high level of development spending throughout the period, without increasing domestic borrowing, contributing to a sustained level of public investment and a fast recovery from the global financial crisis. There is evidence that Budget Support funding contributed significantly to a high quality in management of fiscal and macroeconomic policy, without introducing substantive negative side effects. There have however been some shortcomings in the quality of policy dialogue, mainly manifesting through low level of government ownership, high transaction costs, technical weaknesses in performance assessment framework indicators and a lack of a strategic, policy-solving orientation. In the limited cases where Budget Support operations include provisions for capacity building, they have tended to under-disburse because of the lack of demand for such support from the Government of Tanzania. This lack of demand is largely driven by a negative perception of past capacity building, and by a distrust of externally financed technical assistance.
Cross-cutting issues	Public Finance Management and governance reform
Link to evaluation	http://www.oecd.org/derec/ec/Joint-Evaluation-of-Budget-Support-to-Tanzania-Lessons-Learned-and-Recommendations-for-the-Future-Vol1.pdf

1.5 2011

1.5.1 Strengthening National Disaster preparedness and Response Capacity

<i>Evaluation</i>	<i>Strengthening National Disaster preparedness and Response Capacity</i>
Published (year)	2011
Author/Agency	KonTerra Group and independent consultant
Commissioned by	UN
Type of evaluation	Program specific
Project period	2007-2011
Keywords	Disaster risk management
Abstract	The evaluation concerns the Joint Programme 6.2, which was designed as part of the United Nations' 'Delivering as One' (DaO) approach, bringing together five UN agencies and their main Implementing Partners (IPs) in order to make the UN a more effective partner to the country and to work in a more coordinated way in order to maximize the impact of the inputs. The objectives of this Joint Program were the strengthening of (i) national disaster risk management in Tanzania Mainland; (ii) disaster preparedness and technical expertise to respond to epidemics and outbreaks; and (iii) capacity of disaster preparedness and response of the Revolutionary Government of Zanzibar. The expected result of the project was an overall reduction in disaster risk, specifically through the strengthening of (i) disaster risk assessment; (ii) disaster preparedness planning and early warning mechanisms; and (iii) response capacities. The programme has assisted in streamlining and strengthening key governmental institutions that have a mandate to deal with disaster situations. With a primary focus on capacity building at national and sub-national levels, supporting with strategic and policy advice, it is to be noted that the programme has also had a positive effect on communities and institutions at lower levels. Delays in passing funding to the Implementing Partners via the Exchequer were identified as an issue of concern early on and remains the most significant unresolved problem three years later. This is an issue that goes well beyond this programme, but it has had a significant impact on the implementation rates of this programme and was highlighted by all partners as the most significant problem they have faced.
Cross-cutting issues	Governance
Link to evaluation	https://www.unicef.org/evaldatabase/files/2011_Tanzania_-_TZ_JP6.2_Evaluation_FINAL_REPORT.pdf

1.5.2 Joint Evaluation of Support to Anti-Corruption Efforts Tanzania Country Report

<i>Evaluation</i>	<i>Joint Evaluation of Support to Anti-Corruption Efforts Tanzania Country Report</i>
Published (year)	2011
Author/Agency	ITAD
Commissioned by	Norad, DIFD, ADB, Sadev, Sida, Danida
Type of evaluation	Multiple programmes
Project period	2002-2010
Keywords	Anti-corruption, governance, transparency, accountability, public financial

	management
Abstract	The evaluation is concerned with support to Anti-Corruption (AC)-related programmes in Tanzania over the period 2002-10 by Denmark, Norway, Sweden and the United Kingdom (UK). Over the review period donor activities focused on facilitating prosecution of cases of grand corruption as well as on strengthening governance and public financial management systems. This was also the focus of donor dialogue with the GoT. The evaluation finds that the donors succeeded in keeping corruption on the political and public agenda. Multiple stakeholders recognized that the donors support for domestically-driven AC actions have been invaluable for the anti-corruption agency, the media and the civil society's ability to take action against corruption. Furthermore, the evaluation finds that improved outcomes in relation to petty corruption suggests that, despite weaknesses of government reform programmes, governance reforms may have begun to bear fruit over the evaluation period. Towards the end of the evaluation period grand corruption scandals dominate – illustrating on one hand the reach of corruption within the Tanzania's political system, but on the other the ability of the system to bring these issues into the open. The evaluation notes that donors have been criticized in some quarters for not driving the AC agenda as hard as they could have done, and being too 'benevolent' towards the GoT. Some donor initiatives have even been counterproductive, in that they may have themselves led to increased opportunities for corruption and misuse of funds. The evaluation identifies significant gaps in the donors' efforts against corruption, especially in government reform programs. The evaluation indicate that donors have failed to deal early on with perceived high levels of corruption within certain key institutions and been lacking a linkage between a focus on the prosecution of grand corruption and support to the legal sector. Corruption within the judiciary remains a key issue and implementation has largely been disappointing.
Cross-cutting issues	Governance, gender
Link to evaluation	https://www.oecd.org/countries/tanzania/48912823.pdf

1.6 2010

1.6.1 Project Performance Assessment Report of Human Resource development pilot project (HRDP), Primary Education Development Program (PEDP) and Secondary Education Development Program (SEDP)

Evaluation	<i>Project Performance Assessment Report of</i> <i>- Human Resource development pilot project (HRDP)</i> <i>- Primary Education Development Program (PEDP)</i> <i>- Secondary Education Development Program (SEDP)</i>
Published (year)	2010
Author/Agency	IEG
Commissioned by	World Bank
Type of evaluation	Program specific
Project period	- 1997-2005 - 2002-2004 - 2004-2007
Keywords	Education
Abstract	The report assesses the development effectiveness and lessons arising from the World Bank support for three primary and secondary education

	projects spanning a decade in mainland Tanzania. These projects were not simply a sequence of individual education projects but supported a coherent and ambitious reform agenda for education in Tanzania. The objectives of the Human Resource Development pilot Project and the Primary Education Development Program was to enhance Tanzania's education sector and to support the Government of Tanzania to reform the delivery of primary education. The Secondary Education Development Program had a long-term aim of building a productive and adaptable labor force and supply better quality students for the post-secondary education and training system, more specifically to increase the proportion of the relevant age group completing lower and upper secondary education, especially underserved groups who are now getting better opportunities to complete primary education. The aim of achieving universal primary education while maintaining standards was largely successful. While universal secondary education was recognized as out of reach at this time, a significant expansion of the relatively small sub-sector was achieved, but learning achievement suffered from too rapid expansion of enrollment. Rapid expansion of secondary education is more complex and difficult than rapidly expanding primary education; teacher shortages and lack of capacity limit the ability to increase the number of teachers of appropriate qualifications rapidly. Expansion of secondary education needs to be accompanied by attention to quality of education. The evaluation highlights that finding the financial resources to complete the job of building quality into the expanded educational system as an enormous challenge to be resolved by the government and development partners.
Cross-cutting issues	Gender
Link to evaluation	https://ieg.worldbankgroup.org/Data/reports/PPAR_Tanzania_First_n_Secondary_Educ_Dev_and_HR_Dev_Pilot.pdf

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FEBRUARY 2018

This report is the product of its authors,
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February 2018

Cover photo: GPE/Chantal Rigaud
Mkunazini primary school in Zanzibar, April 2017

ISBN: 978-82-8369-048-4