

Independent UNIDO Country Evaluation
United Republic of Tanzania



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Many thanks are extended to the numerous people listed in Annex 5 who took interest in sharing their experience with the evaluation team.

We wish to acknowledge the support received by the staff of the Independent Evaluation Division who provided us with well-defined terms of reference, project information and the necessary contacts and arrangements for conducting this evaluation.

We hope that the conclusions, lessons and recommendations presented in this report will be useful for the formulation of UNIDO's next Country Programme to be implemented within the Delivering as One UN (DaO) initiative during July 2016 to June 2021.

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Mr. Urs Zollinger, International Evaluation Consultant and Team Leader

Abbreviations and acronyms

BPRA	Business Registration and Licensing Agency
BRELA	Business and Property Registration Authority
CBT	Cashew nut Board of Tanzania
CC (2005)	Cashew nut Company (2005)
CEZOSOPA	Central Zone Sunflower Oil Processors' Association
CGLA	Chief Government Laboratory Agency
CoET	College of Engineering and Technology of the University of Dar es Salaam
CP	Country Programme (UNIDO)
CSJC/CSC	Chamwino Sunflower Joint Company/Chamwino Sunflower Cluster
CTI	Confederation of Tanzania Industries
DIT	Dar es Salaam Institute of Technology
FAO	Food and Agriculture Organization of the United Nations
FCC	Fair Competition Commission
GEF	Global Environment Facility
GS1 Tanzania	A barcode issuance agency in Tanzania
IDC	Iringa District Council
ILO	International Labour organization of the United Nations
ISO	Industry Support Organisation
JPYE	Joint Programme on Youth Employment
LAT	Leather Association of Tanzania
LGAs	Local Government Authorities
MDAs	Ministries, Departments and Agencies
MEM	Ministry of Energy and Minerals
MDC	Mbeya District Council
MEVT	Ministry of Education and Vocational Training
MITI	Ministry of Industry, Trade and Investment
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania (National Strategy for Growth and Reduction of Income Poverty)
MKUZA	Mkakati wa Kukuza Uchumi Zanzibar (Zanzibar National Strategy for Growth)
MALF	Ministry of Agriculture Livestock and Fisheries
MFP	Ministry of Finance and Planning
MNRT	Ministry of Natural Resources and Tourism
MoLE,	Prime Minister's Office - Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled
NBS	National Bureau of Statistics
NCT	National College of Tourism
RC	United Nations Resident Coordinator
REA	Rural Energy Agency Ministry of Finance and Planning
REPOA	Policy Research for Development
SIDO	Small Industries Development Organization
SPP	Small Power Producer

SPX	UNIDO Subcontracting and Partnership Exchange Programme
STIPRO	Science, Technology and Innovation Policy Research Organization
TANESCO	Tanzania Electric Supply Company
TANEXA	Tanzania Exporters Association
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TCPC	Tanzania Cleaner Production Center
TCRA	Tanzania Communications Regulatory Authority
TEMDO	Tanzania Engineering and Manufacturing Design Organization
TFDA	Tanzania Food and Drugs Authority
TIC	Tanzania Investment Centre
TIRDO	Tanzania Industrial Research and Development Organization
TMB	Tanzania Meat Board
UDIEC	University of Dar es Salaam Innovation and Entrepreneurship Center
UDSM	University of Dar es Salaam
VPO	Vice President's Office
zMESWYWC	Ministry of Empowerment Social Welfare Youth Women and Children
zMTIM	Ministry of Trade Industry and Marketing (Zanzibar)
ZNCCIA	Zanzibar National Chamber of Commerce Industry and Agriculture
zOCGS	Office of the Chief government Statistician (Zanzibar)
ZSF	Zanzibar Sugar Factory
zVPO	Vice President's Office (Zanzibar)

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results based management) principles.
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive summary

The objective of the Independent Country Evaluation (ICE) in the United Republic of Tanzania (2011-2016) was to draw lessons from the current Country Programme (CP) and identify areas for improvement to enhance the relevance and effectiveness of future UNIDO interventions in Tanzania. The evaluation fed into the planning mission visiting Tanzania for the formulation of UNIDO's next CP to be implemented within the Delivering as One UN (DaO) initiative during July 2016 to June 2021.

The evaluation covered the full range of support of UNIDO to Tanzania irrespective of the source of funding in the period starting with the beginning of the current CP and UNDAF, considering all ongoing, pipeline and completed projects.

The evaluation was conducted between May and July 2016 by an evaluation team with four members. The evaluation relied on three main sources of data: documents, interviews and observations. The team has also used various websites and the UNIDO Open Data Platform for project information. As a country programme evaluation, the main focus was less on the performance of the specific projects, but rather on the question: to what does it all add up, what difference did the set of interventions make in Tanzania? Still, projects constituted the building stones of the country programme.

The evaluation team was in Tanzania from 20 June to 1 July 2016. The team met stakeholders in Dar es Salaam, Zanzibar, Arusha, Dodoma and Mwanza. In total, the team interacted with 113 persons in individual interviews and group discussions. While all projects were taken into account and were touched upon during interviews with stakeholders and document review, the evaluation team could not visit all project sites given the rather high number of UNIDO projects located in nine different regions in Tanzania. The evaluation team also struggled to find complete project information, documentation and progress reports.

Findings

Relevance

UNIDO's activities in Tanzania were well aligned with national priorities and UNDAF 2011-2015. Industrial development had always been a long-term goal for the Government of Tanzania. However, at the time of the evaluation it had taken centre stage for the five years to come.

UNIDO had played many roles in Tanzania ranging from being an expert and capacity builder, to being a catalyst and modernizer of industries, to being an advocate for environmentally friendly industrial development. UNIDO is not a funding agency but much more an implementing agency. While each role had merits, the main role of UNIDO in Tanzania was not clear and UNIDO's profile was not very sharp.

Views among stakeholders diverged significantly with regard to UNIDO's comparative

advantage vis-à-vis other development partners. A consensus emerged only around the notion of UNIDO being the only UN agency with a clear focus on industrial development thus being in a position to share experience from other countries on industrial development. In addition, UNIDO's advantage was seen in its experience in collaborating closely with producers at the sector level and its ability to introduce appropriate technologies.

Effectiveness

Regarding **policy, national systems, statistics and trade**, the most notable successful intervention was the strengthening of the analytical technical capacity of the National Bureau of Statistics (NBS) and staff of the Ministry of Industry, Trade and Investment (MITI) because of its influence on the Five Year Development Plan 2016/17-2020/21. '*Nurturing Industrialization for Economic Transformation and Human Development*'. Other projects in this cluster depicted varying degrees of achievement of results.

Value chain development, industrial upgrading and entrepreneurship development projects had either achieved their intended results or were on track to achieve them. Achievements in the leather, cashew nut and meat sectors ranged from training hundreds of experts in leather processing and shoe making to improving turn over up to 38% through industrial upgrading in some participating companies. However, data was incomplete. With some exceptions, for the projects funded by the UN One Fund there were no project documents available which clearly stated expected results for UNIDO and it is therefore unclear if all results have or will be achieved.

Results in **environment and energy** GEF-funded projects were clearly identified at the design stage and they had been achieved or were likely to be achieved. The most relevant example, the 'mini-grids' project, should reach large number of beneficiaries when all the small hydropower mills will be operating. The project also takes a corporate social responsibility (CSR) approach, integrating into its business model actions that further social good and make a positive impact on the environment and stakeholders including employees, investors, communities, and others. The results of projects funded from the One Fund were identified in a more generic manner; some achievements could be identified, though.

There were limited synergies between UNIDO projects in all three thematic clusters. Reasons were the conception of the projects as individual unrelated interventions, funding uncertainties or structural issues. This led to rather isolated interventions, fragmented geographically, thematically and institutionally, lending themselves to limited synergies.

Long-term benefits and changes (impact and sustainability)

Long term benefits of UNIDO projects were found at macro, meso and micro level. There were also examples of potential multiplier effects. The outreach at the micro level to end beneficiaries was generally rather small.

Gender and youth

While there were many references to gender and youth in the UNDAP/UNIDO Country Programme, at the project level gender and youth were not fully mainstreamed. Youth, with a few exceptions, received even less attention compared to the gender dimension. However, it can be assumed that the UNIDO projects benefitted men and women equally and to a limited extent also the young population.

Implementation

UNIDO's implementation strengths were the trusted long-term engagement, its wide industrial expertise and strong capacity building efforts. Weaknesses were – at times - too technical and too standardized interventions with insufficient context analysis and limited local ownership, high transaction cost and limited results monitoring data.

In general, the support provided by the UNIDO country office was seen as adequate, although the monitoring of projects was somewhat limited. Although the absence of a UNIDO Representative was not seen as a problem for daily activities, it posed a significant challenge for UNIDO's visibility and high level dialogue with the Government as well for the conceptual leadership across the project portfolio.

Overall, the Government (Mainland and Zanzibar) was very satisfied with the collaboration with UNIDO. UNIDO was seen as a trusted, long-term partner. With a few exceptions, also non-government stakeholders were satisfied with the relations with UNIDO. The technical expertise provided by UNIDO was greatly valued. Critical was the occasional top-down approach from UNIDO headquarters.

UNIDO's visibility in Tanzania benefitted from the United Nations Tanzania Delivering as One initiative. Occasionally, UNIDO also attracted the interest of the media. However, overall visibility of UNIDO in Tanzania was limited. Main constraints were the lack of a flagship project, the absence of a UNIDO Representative and strong competition with other development partners. Many stakeholders expected and encouraged UNIDO to have a higher profile with regard to industrial development in future.

UNIDO and DaO

Given the relatively small size of UNIDO, the participation in the Delivering as One reform was adequate. UNIDO was a small but solid performing/good citizen member of the UN family. The One Fund was an important funding source for UNIDO and UNIDO contributed to the formulation and implementation of UNDAP I.

Conclusions

UNIDO had distinct 'assets', in particular significant goodwill among key national stakeholders. UNIDO was a trusted partner and valued as an international organisation which can bring global industrialisation experience to the table. Nevertheless, continuance of this standing is not a given. The Government has ambitious plans for the industrialisation of Tanzania as expressed in the new Five Year Development Plan 2016/17-2020/21. '*Nurturing Industrialization for Economic Transformation and Human Development*'. The Government is looking to UNIDO to assist the Government in implementing the FYDP II in the context of the UNDAP II.

As the UN agency with the mandate of industrial development, UNIDO can potentially play a significant role. UNIDO must seize the occasion. If UNIDO continues with the rather isolated, small-scale project approach, its contribution to the industrial development of Tanzania may not be significant enough. UNIDO needs a more strategic approach beyond the project approach.

UNIDO must find a ways to reach significantly more beneficiaries. UNIDO must better explain and plan how its pilot or demonstration projects – if successful - can be replicated and scaled-up. It is essential that already at the planning and design stage of projects, the mechanism for replication and scaling-up is included.

UNIDO benefitted financially and in terms of visibility from being part of the UN Delivering as One reform. UNIDO also contributed to the implementation of the UNDAP I in collaboration with other UN agencies. UNIDO should continue to play an active role as a member of the UN country team. UNDAP II offers another opportunity. UNIDO should aim at having the leadership role with regard to industrial development and aim at the highest possible synergies with other UN agencies.

Recommendations

The report ends with ten recommendations along the following lines:

1. Support the Ministry of Industry in implementing the new FYDP.
2. Reduce project fragmentation.
3. Set ambitious targets.
4. Scale-up.
5. Combine the different UNIDO approaches to create synergies.
6. Focus on youth employment.
7. Continue to play an active role in UNDAP II.
8. Consider a PCP for Tanzania.
9. Appoint a dynamic UNIDO representative.
10. Consider high level visit by UNIDO.

1. Introduction

Evaluation objective and purpose

As expressed in the TOR, the objective of the Independent Country Evaluation (CE) in the United Republic of Tanzania (2011-2016) is *“to draw lessons from the current Country Programme (CP) and identify areas for improvement to enhance the relevance and effectiveness of future UNIDO interventions in Tanzania. The lessons will be fed into the formulation of UNIDO’s next CP, which will elaborate the contribution and participation of UNIDO in UNDAP II, to be implemented within the Delivering as One UN (DaO) initiative during July 2016 to June 2021.”*

In other words, the objective of the CE is to harvest achievements attributable to the programme, as well as to generate key findings, draw lessons and provide a set of clear and forward-looking recommendations for consideration in the formulation and implementation of the next country programme.

In order to do so, the evaluation assessed:

- a) The relevance of UNIDO interventions, their alignment to the Tanzania’s national and UNDAP development priorities, MDGs and the level of national ownership of the CP.
- b) The progress made towards achieving the results envisaged in the UNIDO projects and programme(s) documents, and the contributors to success or lack thereof.
- c) UNIDO’s positioning in Tanzania and the value added by UNIDO in response to national needs and the One UN agenda.
- d) UNIDO’s contribution to the One UN mechanisms.
- e) The performance of the Field Office in the implementation of the CP.
- f) How the potential opportunities for synergies and linkages, as well as the cooperation between different projects within the CP, were exploited for increased magnitude of results/impact of the CP.

Subject and scope of the review

The evaluation covered the full range of support of UNIDO to Tanzania irrespective of the source of funding in the period starting with the beginning of the current CP and UNDAP, considering all ongoing, pipeline and completed projects.

In terms of time frame, the scope of this country programme evaluation are UNIDO interventions conducted between 2011 and 2016.

Review criteria and key questions

The evaluation considered the DAC Criteria (relevance, effectiveness, sustainability, impact, and efficiency (implementation)). The TOR provided a comprehensive set of possible evaluation questions. In order to make the evaluation focussed and strategic the evaluation questions of the TOR were revised. The following questions have guided this evaluation:

1. Programme design

1.1 To what extent were the potential opportunities for synergies/ linkages/ cooperation between different projects within the CP, exploited for increased magnitude of results/impact of the CP?

1.2. What are the CP's underlying theories of change?

2. Relevance: How relevant is the CP in URT?

2.1. What is UNIDO's primary role in Tanzania? What is UNIDO's comparative advantage?

2.2. To what extent are UNIDO interventions aligned with Tanzania's national and UNDAP development priorities?

2.3. To what extent has UNIDO added value to the UNDAP?

3. Effectiveness: To what extent have UNIDO interventions achieved the intended outcomes?

3.1. What was the progress made towards achieving the results envisaged in the UNIDO projects and programme(s) documents? What have been the qualitative and quantitative results (outputs, outcomes and impacts) of UNIDO interventions?

3.2. What are successful interventions? Which good practices can be identified?

4. Sustainability and Impact: How lasting are the effects of the UNIDO interventions?

4.1. How strong is the ownership among stakeholders (e.g. government and other key stakeholders)?

4.2. What are the prospects for contributing to long-term changes, benefits and development results?

5. Efficiency: How have the UNIDO interventions in the URT been implemented and monitored?

5.1. What are UNIDO's implementation strengths and weakness?

5.2. To what extent have interventions been monitored, evaluated and reported on? Are results data documented? (output, outcome and impact level)

6. Gender and youth perspectives: How have gender and youth goals been integrated in UNIDO interventions in the URT?

- 6.1. To what extent are gender and youth addressed in UNIDO interventions?
- 6.2. To what extent have women and youth benefitted from the projects in particular with regard to employment and income?
- 6.3. Are sex and age disaggregated data available? (pre- and post- intervention, data on results)

7. UNIDO Country Office

- 7.1. How adequate is the support provided by the UNIDO country office with regard to coordination, implementation and monitoring of UNIDO projects?
- 7.2. How adequate does the Office manage relations with the government and other key stakeholders?
- 7.3. How adequate does the Office participate in the DaO/One UN initiative?
- 7.4. To what extent does the Office contribute to UNIDO's visibility in Tanzania?

2. Methodology

2.1 Review period and team

The evaluation was conducted between May and July 2016. The evaluation team was composed of:

- Ms. Silvia Alamo, Senior Evaluation Consultant
- Mr. Sean Burke, International Evaluation Consultant
- Ms. Godbertha Kinyondo, National Evaluation Consultant
- Mr. Urs Zollinger, International Evaluation Consultant and Team Leader

The evaluation team was supported by Mr. Gerald Runyoro, National Programme Officer, and by Ms. Asha Hango, Programme Assistant (both UNIDO office Dar es Salaam), and by Ms. Michaela S. Berndl, Senior Evaluation Assistant, Independent Evaluation Division (ODG/EVQ/IED), UNIDO, Vienna.

2.2 Data collection and analysis process

Analytical framework

The evaluation criteria and questions provided the analytical framework of this evaluation. Data were collected, analysed and processed along these criteria and questions.

Evaluation framework (evaluation matrix)

The evaluation was guided by the evaluation framework (Annex 2), i.e. a table indicating evaluation questions, sources of information and data collection/analysis methods. The evaluation framework also included the responsibilities of team members regarding the project clusters.

Data collection/sources

The evaluation relied on three main sources of data: documents (Annex 6), interviews (Annex 5) and observations. The team has also used various websites and the UNIDO Open Data Platform for project information.¹

Project portfolio analysis with project summary sheets

For each project, a project summary sheet (Annex 7) was compiled, containing the most important data and findings. The project summary sheet formed the basis for the project portfolio analysis used to support the findings of this evaluation.

¹ <https://open.unido.org/index.html#/projects/TZ/projects>

Project cluster approach

As a country programme evaluation, the main focus was less on the performance of the specific projects, but rather on the question: to what does it all add up, what difference did the set of interventions make in Tanzania? Still, projects constituted the building stones of the country programme. The evaluation team decided to group the projects in *three thematic clusters*:

- 1st cluster: Policy, National Systems, Statistics, Trade
- 2nd cluster: Value Chain Development, Industrial Upgrading, Entrepreneurship
- 3rd cluster: Environment and Energy
- Additional area: UNIDO office and UNIDO as part of DaO

Stakeholder interviews, project visits

While the evaluation covered the full range of support of UNIDO to Tanzania, its purpose was not to evaluate each project in-depth and not all projects' sites could be visited.

As requested in the TOR, taking into consideration the broad range of projects, stakeholders, implementing partners and the diversity of geographical locations where activities were taking place, interview partners and project visits have been identified based on a mapping of projects, partners and regions (Annex 3). The selection should ensure:

- a balance of all thematic priorities and intervention areas;
- a good mix of different stakeholders and partners;
- a representative share of the budget as well as a mix of sizes and budgets;
- a representative share of donors and funds;
- that the evaluation questions defined in the ToR can be appropriately answered.

Parallel to the Tanzania Country Evaluation, the end-of-project evaluation of project 'Enhancing Youth Employability and Entrepreneurship in Tanzania' (SAP no. 150054) was conducted by Mr. Burke.²

Three team members visited UNIDO headquarters and conducted interviews with senior management and project managers (Annex 5). A focus group discussion with project managers also took place.

The whole team was in Tanzania from 20 June to 1 July 2016. The team met stakeholders in Dar es Salaam, Zanzibar, Arusha, Dodoma and Mwanza (Annex 5). In total, the team was interacting with 113 persons in interviews or group discussions.

² Detailed results are reported in a separate project evaluation report.

Template for data analysis

Each team member worked with a template for data analysis along the evaluation questions. The templates served as the basis for drafting the evaluation report. The templates allowed each team member to come up with early findings, provide key evidence to support early findings and briefly elaborate early finding (e.g. reasons why; challenges; aspects; points to highlight).

Validation of findings

A debriefing at the Ministry of Industry, Trade and Investment (MITI) took place on 1 July 2016 at the end of the country visit which provided an opportunity to validate some early findings. A second debriefing took place at UNIDO Vienna on 14 July 2016 which provided a second opportunity to validate early findings. A first draft was shared with key stakeholders for validation of factual information.

2.3 Limitations

As could be expected, this evaluation had a few limitations.

First, in order to deliver results timely, the evaluation had to present preliminary findings at UNIDO headquarters before UNIDO's UNDAP II planning mission to Tanzania. Since the mission was scheduled for the second half of July 2016, the evaluation was constrained on a rather tight schedule.

Second, given the rather high number of UNIDO projects located in nine different regions in Tanzania, the evaluation team could not visit all project sites. However, all projects were taken into account and were touched upon during interviews with stakeholders and document review.

The evaluation team struggled to find complete project information and documentation. Not all projects have a project document, in particular not all the projects funded from the UN One Fund which were based on the UNDAP as the overall planning framework and on annual work plans³. Systematic progress reports were also not available. Different types of projects have different monitoring and reporting requirements (depending on funding sources). In addition, only two project evaluation reports were available.

While it was originally envisaged to use a theory of change approach to analyse the country programme, the team realized that one single theory could not capture UNIDO's diverse portfolio in Tanzania, since by design each individual project deserved a theory of its own.

Last but not least, to evaluate a diverse and wide-ranging country programme in a large and diverse country is an intellectual challenge in terms of complexity. In a rather short time, the team had to process a large number of documents and data. The

³ Design documentation for projects funded from the One UN Fund is included in the document "Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015".

number of Government, UN and UNIDO project related documents which are potentially relevant can be estimated at between 200 and 300. Interview notes of the evaluation team can be estimated at around 300 pages. As a consequence, the evaluation team had to prioritize in order to reduce complexity.

However, above limitations are not unusual. To be useful as a management tool, evaluations have to be conducted in a timely manner making the best of the available time. Having had the evaluation just before the planning mission and in parallel to the planning process could make this exercise particularly useful. Despite the limitations above, the evaluation team is confident that the findings and conclusions are robust and sufficiently evidence based.

3. Tanzania - key contextual factors

In order to contextualize the work of UNIDO in Tanzania, it is important to highlight some of the key features of the country. Some of below facts are also relevant when looking ahead and planning for the coming years of UNIDO engagement in Tanzania.

Some basic facts

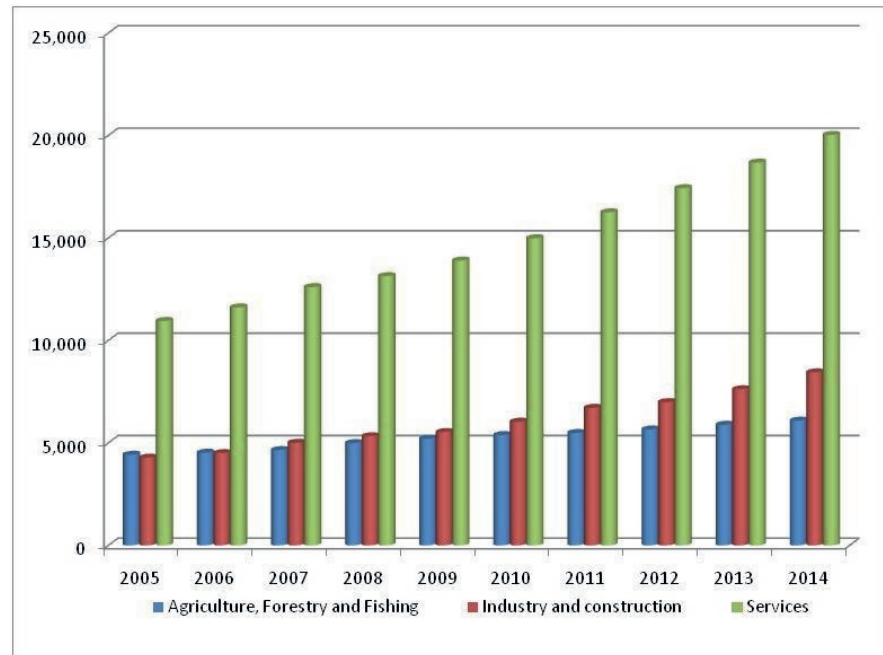
According to the National Bureau of Statistics of Tanzania (NBS), the population projection for 2015 was 48.8 m inhabitants (Mainland 47.4, Zanzibar 1.4). The population is young and growing. The median age is at 17.5 years. Tanzania is a large country with a total area of some 947,303 km² (around the same size as Egypt, or the size of France and Italy combined). Tanzania is amongst the least developed countries (LDCs) in Africa, with approximately a third of its population estimated as living below the basic needs poverty line. Nearly 70 percent of Tanzanians live in rural areas and are engaged mainly in the agricultural sector. In addition, city-dwellers, about one-third of the population, are thought to own 33% of the farmland up from 12% a decade ago.⁴ Poverty levels are higher in the rural than urban areas. However, equality in Tanzania is better compared with neighbouring countries (Gini coefficient 37.8, World Bank, 2015).

The economy

The NBS estimates the GDP Annual Growth for 2015 at 7%. Growth takes place in all of the three broad sectors of agriculture, forestry and fishing; industry and construction as well as services. However, as depicted in Figure 1, contribution of the services sector was always higher, at 56 percent of the added value GDP in 2005, and growing both much faster and steadily during the ten year period to 59 percent contribution in 2014.

⁴ The Economist, July 23rd 2016, p.26. One reason cited why city-dwellers invest in farmland is the weakness of manufacturing, which means city-dwellers lack good places to invest.

Figure 1. GDP (TShs Billion) by kind of economic activity at constant 2007 prices, Tanzania Mainland

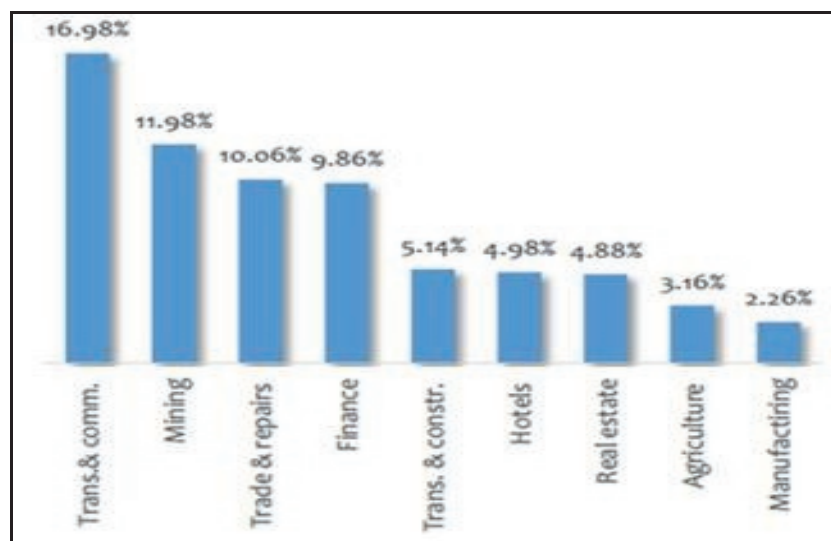


Source: Bank of Tanzania, June 2015

During the same period contribution of the agriculture, forestry and fishing sector declined from 23 percent to 18 percent while that of industry and construction increased modestly from 22 percent to 25 percent.

GDP growth for Zanzibar is shown in Figure 2. The figure reveals that during the period 2009-2013 growth rates varied among the sectors, that of the transport and communications being highest at 16.98 percent and that of manufacturing being the lowest at 2.26 percent.

Figure 2. Growth rates in value addition GDP for Zanzibar, 2009-2013

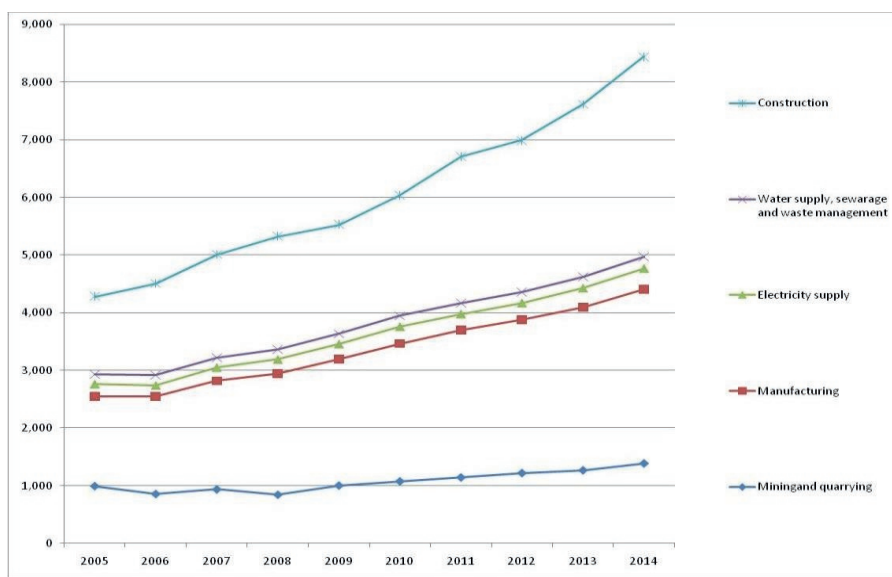


Source: Office of the Government Chief Statistician, Zanzibar

Industrial production

Figure 3 shows the growth of added value GDP for the industry and construction sector. It shows that for the entire analysis period contribution of construction has been high and growing fast. The contribution of manufacturing has been below those of the water supply, sewerage and waste management and electricity supply although the three subsectors were growing at rates which are relatively the same.

Figure 3. GDP (TShs Billion) for the industry and construction sector at constant 2007 prices, Tanzania mainland

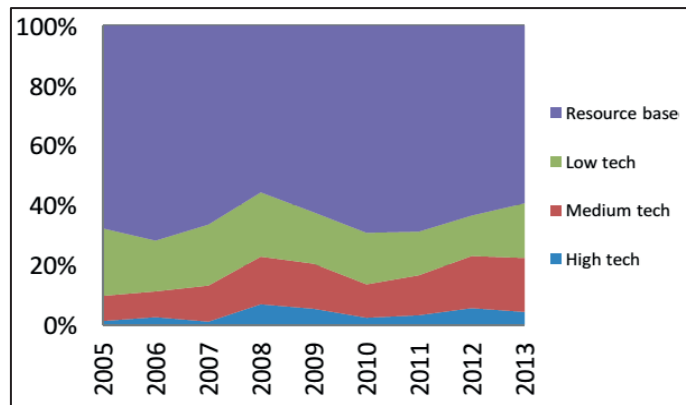


Source: Bank of Tanzania

Manufactured exports are mainly resource based and comparatively smaller than technology based exports (Figure 4).

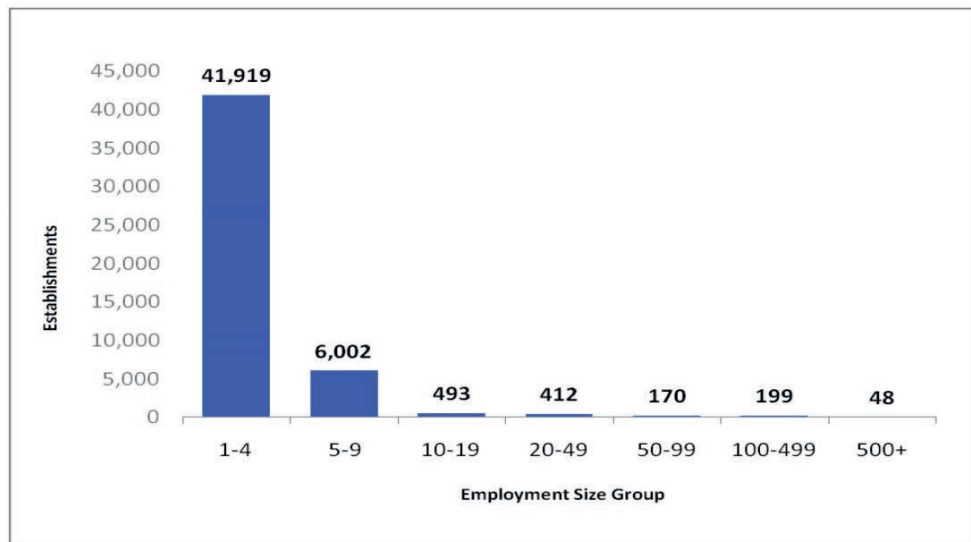
There are 49,243 industrial establishments in Tanzania Mainland of which 85.1% are small enterprises with 1 to 4 persons (Figure 5). The two top activities are the manufacturing of food products (19,696 establishments, 40.0%) and manufacturing of wearing apparel (13,392 establishments, 27.2%).

Figure 4: Structure of Tanzania’s manufactured exports (2005 – 2013)



Source: Tanzania Industrial Competitiveness Report 2015

Figure 5: Number of Establishments by Employment Size Group, Tanzania Mainland



Source: Census of Industrial Production, 2013

Most large companies with 10+ persons are based in Dar es Salaam (Figure 6). Dar es Salaam is also where the largest share of persons are engaged in industrial production i.e. approx. 23% of the total of 264,223 persons (Figure 7) of which 87.5% are in manufacturing (231,099), 7.5% are in mining and quarrying (19,906) and 5% are in electricity and water (13,218).

Figure 6: Number of large manufacturing establishments by region, Tanzania Mainland [total 998 large manufacturing establishments with 10+ persons]

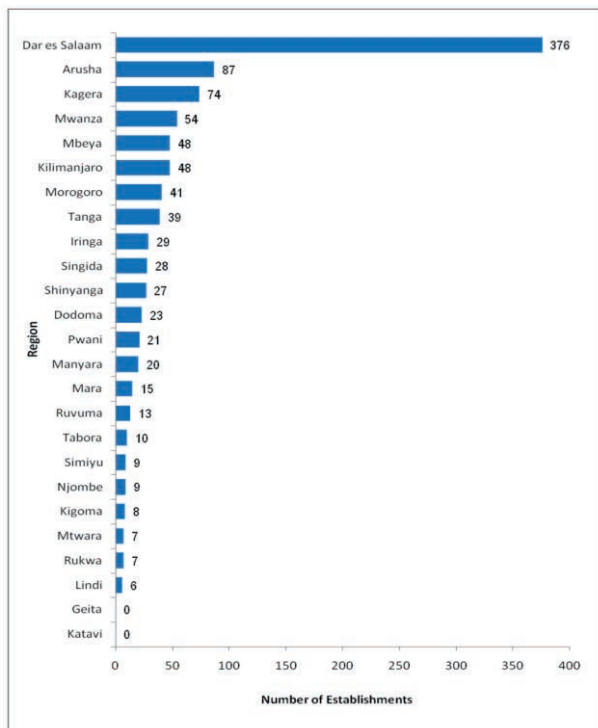
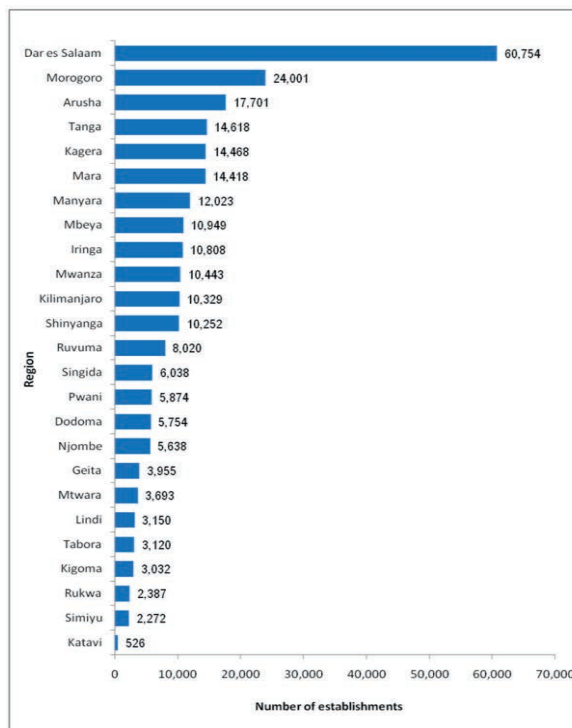


Figure 7: Number of persons engaged in industrial production by region, Tanzania Mainland



Source: Census of Industrial Production, 2013

Youth employment

According to 2014 Integrated Labour Force Survey, the total youth population aged 15-35 years is comprised of 14.8 million persons of whom 12.5 million (84.5 percent) are economically active and 2.3 million (15.5 percent) are economically inactive. Out of the economically active youth population, 11.0 million (88.3 percent) persons are employed and 1.5 million (11.7 percent) are unemployed. The proportion of the employed females (85.5 percent) is less than that of males (91.1 percent) and thus the corresponding proportion of the unemployed females (14.5 percent) is larger than that of males (8.9 percent). Furthermore, 12.0 percent of the employed youth are underemployed.⁵

Electricity supply

The country's installed electricity generation capacity was 1,564 MW (as of March 2013), of which 1,438.24 MW were available from the main grid, with the balance of 125.9 MW accounted for by SPPs, mini grids and imports. About 65% of grid generation capacity is from thermal (33% from natural gas and 32% from oil), whilst 35% is from large hydropower. The rest comes from small renewable-energy power

⁵ Website National Bureau of Statistics.

and imports. Electricity from small hydro power constitutes less than 1% of total electricity generation capacity. (Table 1).⁶

Data provided by the Rural Energy Agency during interviews indicated that the current share of renewable energies is 40%, including large hydro plants. The Agency also indicated that grid extension was highest national priority. Electrification in rural areas went from covering less than 2% of during phase I of the grid extension plan, to reach 50% in 2016. The plan envisages the grid to cover 100% of rural areas by 2021.

Table 1. Power generation capacity by source and supplier - March 2013.

Source	TANESCO	IPP	EPP	SPP	Total	Percent
Hydropower	553.0	-	-	-	553.0	35
Small hydro (< 10 MW)	8.8	-	-	4.0	12.8	0.8
Oil (Jet-A1 and diesel)	88.3	163.0	205.0	-	456.3	29
Gas	252.0	249.0	-	-	501.0	32
Biomass	-	-	-	27.0	27.0	1.7
Imports	14.0	-	-	-	14.0	0.9
Total	916	412	205	31	1,564.1	100
Percent	59	26	13	2	100	

IPP = Independent Power Producer, EPP = Emergency Power Producer, SPP = Small Power Producer.

Source: TANESCO 2013.

Development partner landscape

The aid budget as share of national budget is shrinking from 40% a few years ago to 12% today. The Government is aiming at a share of 3%. In other words: the importance of aid is shrinking.

The total budget of the UN in Tanzania was USD 842 m (2011-2016) including humanitarian aid for refugees (27%). Delivery from 1 July 2014 to 30 June 2015 was USD 181.9 m (total allocation USD 198.6 m).⁷ It is estimated that the share of the total UN budget corresponds to only 5% of the total aid budget in Tanzania. In other words: the importance of the UN in financial terms is rather limited.

UNIDO is a small actor in the development partner landscape with still many actors. The current UNIDO portfolio has a budget of € 21,119,576 (approx. USD 23.7 m, 2011-2016) which is approximately 2.8% of the total UN budget. The median budget of the UNIDO projects is at €415,684.00 (approx. USD 46,800.00; half the projects are smaller; half the projects are larger).

⁶ Renewable Energy in Africa, Tanzania Country Profile, African Development Bank Group, (2015), p.25.

⁷ Annual Report UNDP 2014/2015. United Nations Tanzania, 2015.

4. UNIDO programme description

4.1 Overview

Initial approvals

UNIDO interventions under UNDAP were first approved in 2011 under the UNIDO Country Programme of Technical Cooperation (CP) with the United Republic of Tanzania 2011-2015, (extended by one year to 2015/16). At its formulation, the CP was envisaged to consist of eleven (11) projects/sub projects under the three Country Programme components, i.e. (1) Industrial Policy and Statistics Support, (2) Enterprises, Competitiveness, Investment and Trade, and (3) Energy and Environment. The first two components were organized under the Economic Growth Programme Working Group (EG-PWG) of UNDAP, the last one was incorporated in the Environment Programme Working Group (E-PWG).

In the course of implementation, new projects and sub projects were formulated, funded from the One Fund, including a youth entrepreneurship project and two for coordinating the projects under each of the UNDAP programme working groups in which UNIDO was participating.

The results framework for the programme was defined in the Country Framework of Support to UNDAP (2011-2015) – Industrial Policy, SMEs Competitiveness and Cleaner Production and Renewable Energy. It is aligned to the priorities and goals in the MKUKUTA/ MKUZA, i.e.:

- MKUKUTA Cluster 1 Goal: Reducing income poverty through promoting inclusive, sustainable and employment enhancing growth.
- MKUZA Cluster 1 Goal: Promote Sustainable and equitable pro-poor and broad-based growth.

The stated overarching UNIDO CP Outcome is *“Improved capacities for Industrial productivity and private sector contribution to economic growth through improved policy environment, increased agro-processing, SMEs value chains and use of renewable energy”*.

Other UNIDO interventions in URT

In addition to the above, a number of other national, regional and global projects were formulated with components for implementation in Tanzania, which were not incorporated in the CP and therefore not captured in the UNDAP framework (e.g. a few GEF projects).

In total, this evaluation is considering 27 interventions implemented by UNIDO in Tanzania during the period 2011-2016, out of which some were preparatory assistance activities. A full list of projects is provided in Annex 4.

4.2 Thematic clusters

The evaluation sought to cluster projects based on their complementarities and synergies, and grouped them as shown in Table 2, closely matching UNDP results framework.

Table 2: Summary of UNIDO interventions

Clusters of interventions	Type of support	Level of support	Goals
1st cluster: Policy, National Systems, Statistics, Trade			
Industrial policy & statistics	Capacity building	Macro	Strengthened Gov. capacity in formulating evidence-based industrial policies and strategies to support industrial growth
Industry-wide trade promotion projects	Investment promotion (SPX), BID, Trade CB	Meso	Advancing economic competitiveness
2nd cluster: Value Chain Development, Industrial Upgrading, Entrepreneurship			
Projects supporting specific industries Cashew, Red Meat and Leather; Edible oil, Dairy, Fruit and vegetable; Crop processing; Seaweed;	Value chain; industrial upgrading; pilots; equipment supply; technical assistance; capacity building	Meso Micro	Creating shared prosperity Advancing economic competitiveness
Enhancing Youth Employability and Entrepreneurship in Tanzania	Internship programme for graduates; entrepreneurship training of students; capacity building of Business Development Services (BDS)	Meso Micro	Increase the employability of young graduates in MSMEs Foster youth entrepreneurship as a means of self-employment.
3rd cluster: Environment and Energy			
Interventions on energy and environment Stockholm Convention NIP; Waste management, waste-to-energy applications and alternative fuels; Small hydropower mini grids	Policy advice; pilots; equipment supply; technical assistance; capacity building	Macro, meso micro	Safeguarding the environment and improving access to modern energy

Figure 8 shows the number of projects by cluster and Figure 9 shows the number of projects by sub-cluster.

Figure 8. Number of projects, by cluster

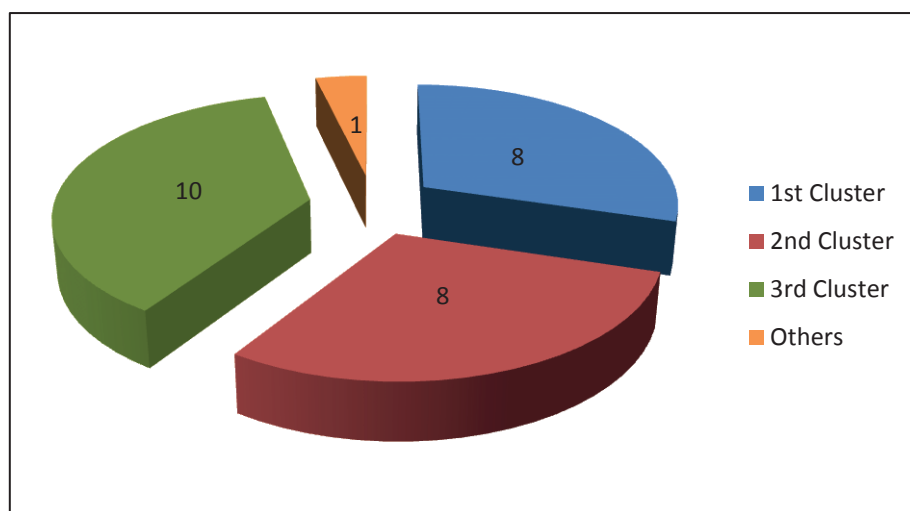
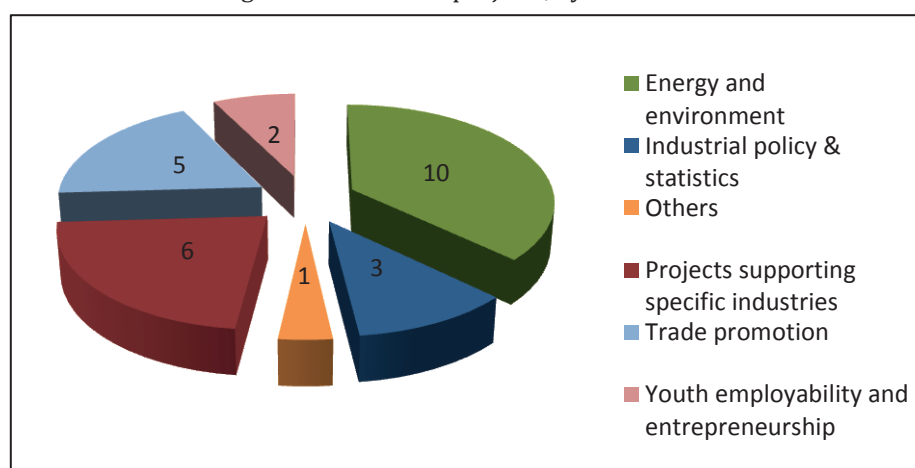


Figure 9. Number of projects, by sub-cluster



Cluster 1 – Policy, national systems, statistics, trade promotion

Three macro level projects supported the various counterparts, including but not limited to the Ministry of Industry, Trade and Investment, National Bureau of Statistics, Ministry of Finance and Planning, Confederation of Tanzania Industries and the relevant authorities in Zanzibar. Support aimed to develop evidence-based policy making, encompassing capacity building for conducting the necessary industrial census and diagnosis; the creation of the necessary organizational arrangement, such as the Industrial Intelligence Unit; and encouraging cooperation among administrations and industrial institutions to utilize coherent systems in conducting their respective mandates.

Five meso and micro level projects supported trade promotion involving various counterparts in Mainland and Zanzibar, such as the Ministry of Industry, Trade and Marketing; the Ministry of Trade, Industry and Marketing; the Tanzania Investment

Centre; Tanzania Chamber of Commerce; Industry and Agriculture; Zanzibar National Chamber of Commerce, Industry and Agriculture; Fair Competition Commission and the Confederation of Tanzania Industries. Interventions included Subcontracting and Partnership Exchange (SPX), Investment Monitoring Platform (IMP) and Business Information Centres; reducing counterfeit in the market and creating awareness through media; supporting agro-processors to access domestic and international markets as well as SMEs obtaining certification of products by the Tanzania Bureau of Standards.

Project interventions involved inter alia capacity building; technology transfer, mostly software; and provision of advisory services.

Project design and M&E

Design documentation for cluster 1 projects is included in the document "Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015". At the design stage, project specifications were quite general and were not updated as additional knowledge became available. Consequently, the definition of project boundaries was vague.

Progress reporting was done through the ad-hoc platform the Country Framework of Support to UNDAF (2011-2015), which was not accessible to the evaluation.

Project funding

Cluster 1 was mostly financed by One UN Funds and has the lowest budget, with approximately 14% of the total budget. Budgets were quite homogeneous, with an average value of € 374,642 and a median value of € 327,720.

Cluster 2 - Value chain development, industrial upgrading, Entrepreneurship

Six mostly meso and micro level projects supported various industries, such as cashew, red meat, leather, edible oil, dairy and horticultural products for tourism, through value chain and industrial upgrading interventions. One regional project within the "Accelerated Agribusiness and Agro-Industries Development Initiative" (3ADI) followed, aiming at promoting the expansion of sea weed processing to local and international value chains that benefit the small producers and entrepreneurs, who create jobs and income.

In response to the request for support by the Ministry of Labour and Employment for the National Youth Employment Creation Programme (NYECP), the United Nations System in Tanzania formulated a Joint Programme on Youth Employment (JPYE), which was funded by SIDA within the UNDAF/DaO framework. The UNIDO project (SAP no. 150054) thereunder five different focused on supporting youth employability in local MSMEs through an internship programme as well as capacity building of business development services (BDS) providers in Dar es Salaam and Zanzibar.

Counterparts included, inter alia, the Ministry of Industry and Trade; the Ministry of Natural Resources and Tourism; Ministry of Agriculture, Livestock and Fisheries;

Tanzania Meat Board; Tanzania Cashew Nut Board; Central and Eastern Zone Sunflower Producers Association; University of Dar es Salaam; Small Industries Development Organization; Tanzania Engineering and Manufacturing Design Organization and Tanzania Industrial Research and Development Organization.

Project interventions involved inter alia capacity building; technology transfer, including hardware and software through pilot projects; and provision of advisory services.

Project design and M&E

Except for project 120104, "SECO - Tourism market access for horticultural products", and project 150054, "Youth Employability and Entrepreneurship", project design for cluster 2 projects is defined in the document "Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015". At the design stage, project specifications were quite general and were not updated as additional knowledge became available. Consequently, the definition of project boundaries was vague.

As an example, several projects (SAP no.'s 100228, 101185 and 101171) have the same name, i.e. "Value Chain Support Program for Tanzania's Cashew and Red Meat/Leather". It appears that the original idea was to have one single intervention under project 101185 encompassing the value chain leading to the leather industry. With time, projects appear to have split to cover the cashew nut and red meat industries and the leather industry. Design and M&E documentation is available for the latter project.

Except for projects 100228, 120104 and 150054, progress reporting in this cluster was done through the Results Monitoring System of UNDP (2011-2015), which was not accessible to the evaluation. Project 150054 reported to the JPYE directly as well as UNIDO internally.

Project funding

Cluster 2 was mostly financed by One UN Funds and, to a lesser extent by bilateral donors, and has the second largest budget, with approximately 30% of the total budget. Project budgets are quite homogeneous, with a median value of € 713,030 and an average of € 790,677. Two projects were well above the average, with budgets of € 1,291,174 and € 1,861,135 each (supporting red meat SAP no.'s 100228, 101171 and 101185, and edible oil industries SAP no. 102175 respectively).

Cluster 3 - Energy and environment interventions

The UNIDO projects in this cluster can be broadly divided into two UNDP areas: (i) those projects related to environmental management and (ii) those related to mitigating climate change and access to clean renewable energy. The ten macro, meso and micro projects in cluster 3 supported a wide range of objectives, e.g. compliance with international agreements, such as the Stockholm Convention and the Montreal

Protocol; waste management enhancement; reducing GHG emissions while promoting rural electrification through mini grids, waste to energy applications and alternative fuels. Thus, projects were not logically related to each other and relationships were of a “precedence” nature, e.g. some successful projects led to others.

Synergies were developed between one of the One UN-funded energy and environment project and the red meat industry value chain project, through the provision of a biogas facility to a slab facility.

Project interventions involved inter alia capacity building of institutions, enterprises and individuals; technology transfer, including hardware and software; remediation of POP contaminated sites; delivery of equipment for SHP and other energy related facilities; feasibility studies; and provision of advisory services.

Project design and M&E

Except for GEF-funded projects, design for cluster 3 projects is defined in the document “Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015”. At the design stage, project specifications were quite general and were not updated as additional knowledge became available. Consequently, the definition of project boundaries was vague.

Progress reporting for UNDAP-funded projects in this cluster was done through the Results Monitoring System of UNDAP (2011-2015), which was not accessible to the evaluation. Design and M&E documentation is available for GEF-funded projects.

Project funding

Cluster 3 is the largest area of activity, both in number of projects, 10, and budget share, 54%, with a median value of €190,393 and an average of €1,145,349. Projects were mostly small but three projects were well above the average, with budgets of 1,543,339; 3,395,368; and 5,277,000 € each.

Four out of the 10 projects were UNDAP-funded (7% of the cluster’s budget) and 6 GEF-funded (93% of the cluster’s budget).

4.3 Budget and funding analysis

Figure 10 presents the distribution of projects and budgets by clusters.

Table 3. Project budgets, by cluster⁸

Project cluster	Budget (€)	No. of projects
1 st Cluster	2,997,134	8
Industrial Policy & Statistics	936,629	3
Trade Promotion	2,060,505	5
2 nd Cluster - Value Chain Development, Industrial Upgrading, Entrepreneurship	5,994,268	8
3 rd Cluster - Energy and Environment	11,453,487	10
Others	343,538	1
Total	21,119,576	27

Figure 10. Distribution of projects and budget, by cluster⁹

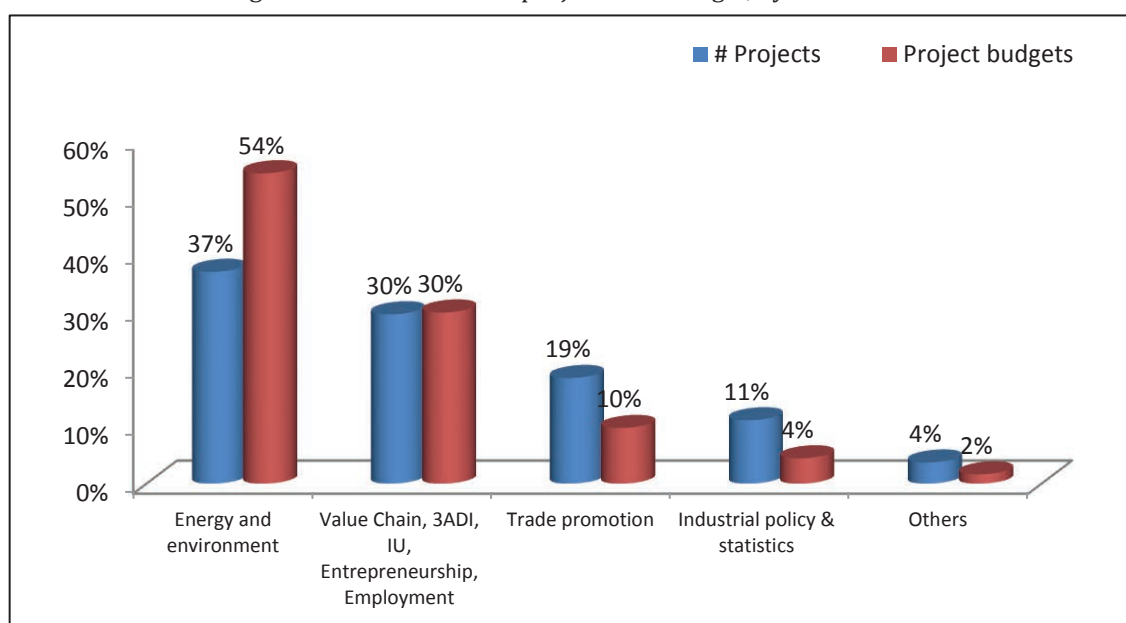
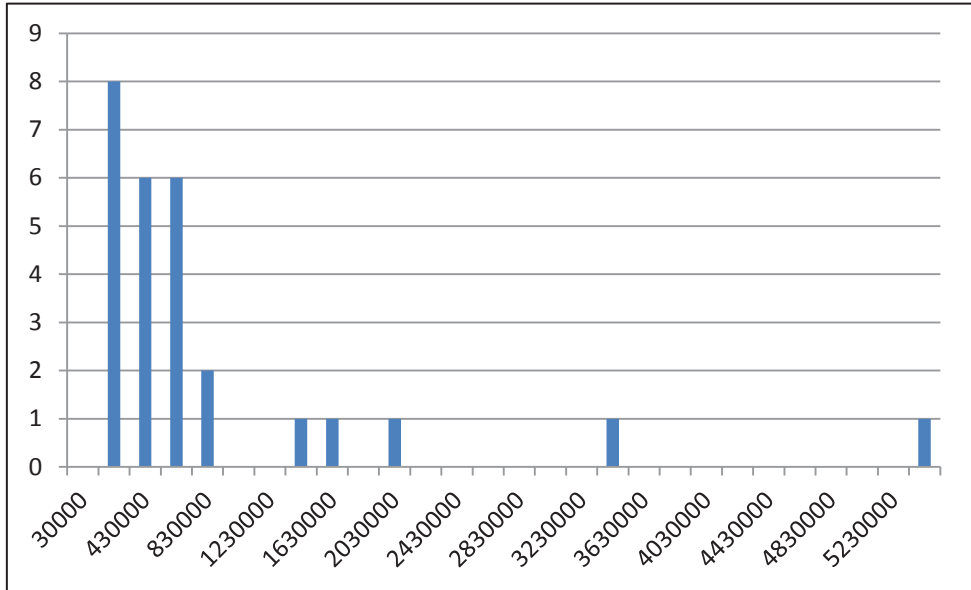


Figure 11 shows the frequencies of project budgets, illustrating that the budget of 20 of the projects is below € 650,000, the average project budget is € 782,207 and the median value € 415,684.00.

⁸ Source: Open Data Platform, 20 May 2016, UNIDO

⁹ Source: Open Data Platform, 20 May 2016, UNIDO

Figure 11. Frequency of project budgets ¹⁰



Funding

Figure 12 and Figure 13 (next page) present the contributions by the various donors to the programme evaluated. In the following analysis, it needs to be taken into consideration that often projects are funded from two or more sources.

GEF funded 6 projects in cluster 3, providing 49% of the total budget. The One UN Fund funded 17 projects, providing 36% of the total budget. With 6% of the total funds, the Regular Budget funded 3 projects. Three projects were funded by three bilateral donors and two small projects were funded by the Montreal Protocol and the Trust Fund for Renewable Energy for Productive Uses.

¹⁰ Source: Open Data Platform, 20 May 2016, UNIDO

Figure 12. Distribution of funds, by donor¹¹

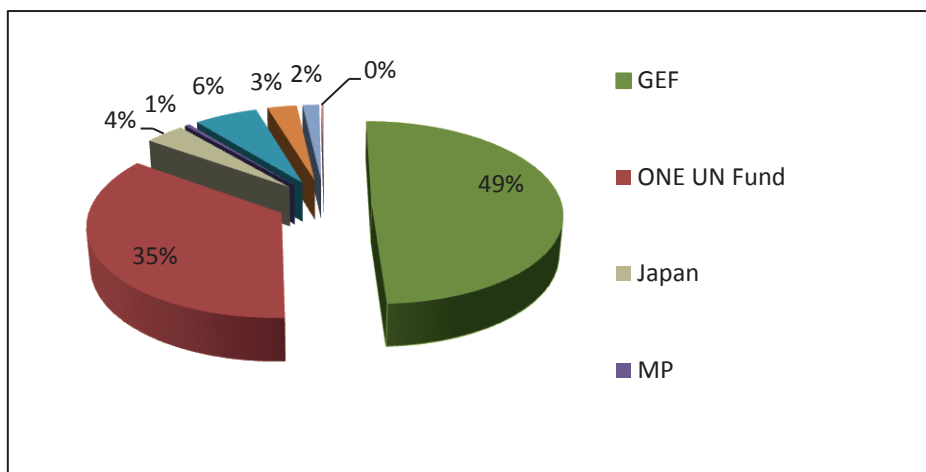
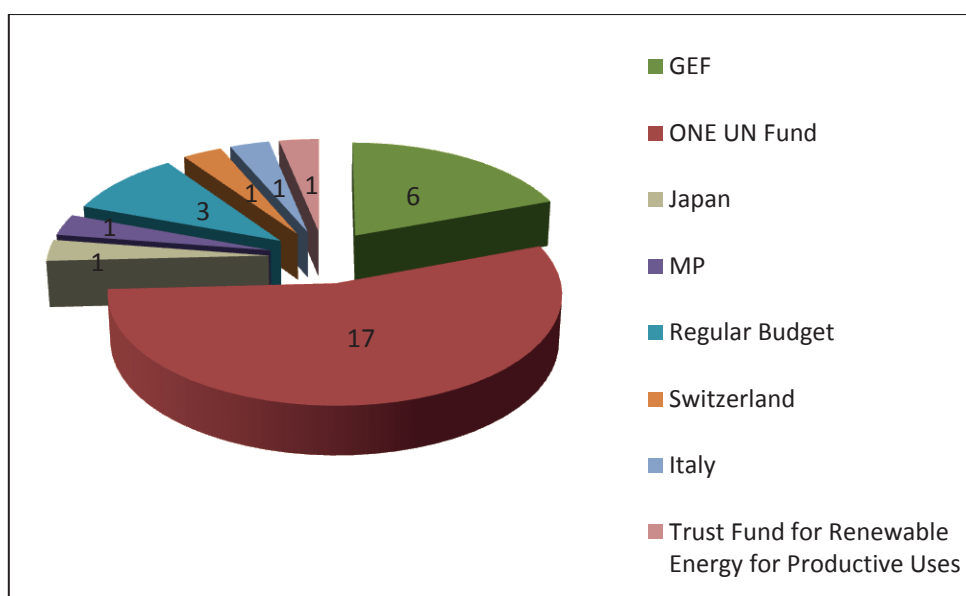


Figure 13. Number of projects funded, by donors¹²



4.4 Project approval/completion schedules

Figure 14 presents an overview of project implementation timetables.¹³

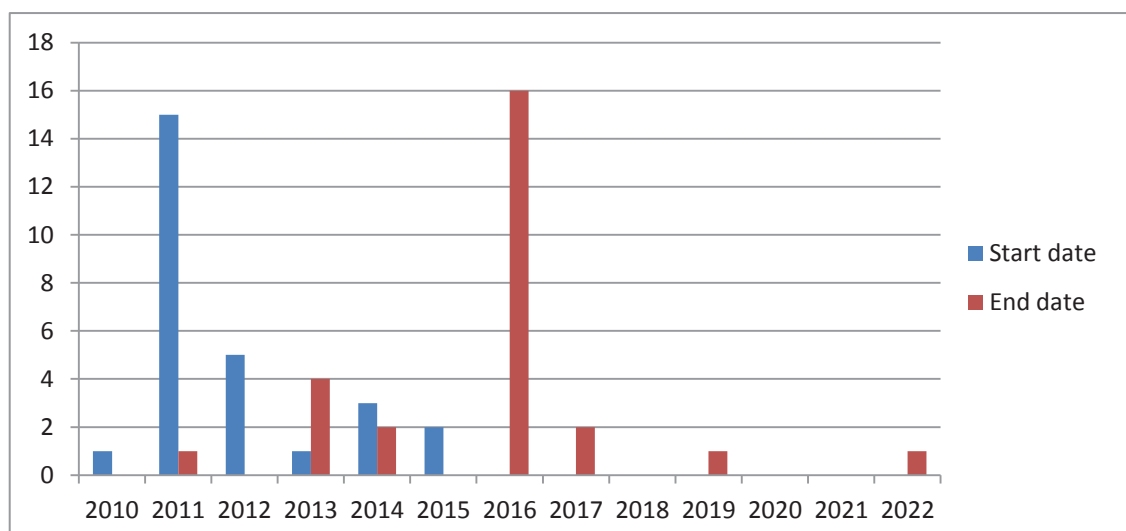
- 7 projects had ended at the time of the evaluation
- 16 projects are due to end in 2016
- Median project duration is 5 years

¹¹ Source: Open Data Platform, 20 May 2016, UNIDO

¹² Source: Open Data Platform, 20 May 2016, UNIDO

¹³ Source: Evaluation Team.

Figure 14. Project start-end dates- frequency¹⁴



4.5 Management and implementation of UNIDO programme

UNIDO's Field Office (FO) in Dar es Salaam represents UNIDO vis-à-vis the UNDAP and is an active member of the UN country team. At the time of the evaluation, UNIDO did not have a Representative in Tanzania¹⁵ and representation at the diplomatic level before the Government and the UN was exercised by the UN Resident Coordinator (RC). The National Programme Officer was acting Representative responsible for technical coordination and, de-facto, exercised some diplomatic responsibilities.

Responsibilities

UNIDO FO participates actively in the UNDAP programme management and accountability architecture, i.e. on rotational basis, in the Joint Government and UN Steering Committee (JSC); the UN Country Management Team (UNCMT); the Inter-Agency Programme Committee (IAPC which changed to the Programme and Operations Management Team, POMT); and in Programme Working Groups of UNDAP and other structures. For UNDAP, UNIDO participates in the Economic Growth and Environment Programme Working Groups.

The main other structure is the Development Partners Group (DPG) which has several working groups. The DPG working groups in which UNIDO participates include the Private Sector Development Working Group (UNIDO was a co-chair for one cycle) and the Agricultural Working Group.

Project implementation responsibilities lie in most cases with project managers at HQ. However, staff at the field office supports HQ implementation responsibilities:

¹⁴ Source: Open Data Platform, 20 May 2016, UNIDO

¹⁵ The former UR left end of November 2014.

- Mobilization of most of the funds is done by the FO and thereafter project managers take the lead in project implementation;
- Monitoring and evaluation of UNDAP projects is done by the FO utilizing the UNDAP results monitoring system, which was expected to capture information on the entire UN support to the country irrespective of the funding source;
- National coordinators report to HQ; the National Programme Officer, based on information from HQ and national coordinators provide project progress information to the UNDAP monitoring system;
- While in most UN agencies, decision making is decentralized, decision making at UNIDO is done at HQ by project managers;

Annual programme funding and work plans

- After the approval of the Country Programme and subsequent projects, ONE UN funds are assigned, agencies core funding and donor funds, and then incorporated into annual plans;
- Fund allocation to agencies is run by the office of the RCO, the split of funds allocated to UNIDO is determined based on several criteria i.e. availability of funds, activities foreseen for the coming period, performance and expenditure history;
- UNDAP projects had no project documents, so planning and budget allocations were somewhat arbitrary.

5. Findings

5.1 Relevance

5.1.1 Alignment with national priorities

***Finding 1:** UNIDO’s activities in Tanzania are well aligned with national priorities and UNDAF 2011-2015. Industrial development has always been a long-term goal for the Government. However, it has now taken centre stage for the coming five years. The outlook of the country has at the same time changed and what was relevant in the past may not be relevant enough in the future.*

The UNIDO Country Programme document (2011-2015)¹⁶ shows good alignment with the National Strategy for Growth and Reduction of Income Poverty (MKUKUTA) and the Zanzibar National Strategy for Growth and Poverty Reduction (MKUZA). The alignment was greatly facilitated by the fact that UNIDO participated actively in the formulation of the United Nations Development Assistance Plan (UNDAF I). Table 4 shows the alignment of the various project clusters with the national goals and UNDAF I.

Table 4. Alignment of UNIDO activities with national priorities

National Goals	UNDAF I outcomes	UNIDO Programme Component	UNIDO objectives
MKUKUTA: Reducing income poverty through promoting inclusive, sustainable and employment-enhancing growth	Key national institutions develop/enhance evidence-based pro-poor economic development policies and strategies	Programme Component 1: Capacity Building for Industrial Policy Formulation, Implementation and Monitoring	Strengthen the industrial policy management function of the Ministry, with increased reliance on evidence SUB-CLUSTER INDUSTRIAL POLICY AND STATISTICS
MKUZA: Promote sustainable and equitable pro-poor and broad based growth	Relevant MDAs, LGAs and Non State Actors enhance structures and policies for promoting viable pro-poor business sectors and SME	Programme Component 2: Investment Promotion and enterprise support for enhanced competitiveness in a value chain context	Enhanced Investor and private sector performance and competitiveness SUB-CLUSTER INVESTMENT PROMOTION

¹⁶ UNIDO Country Program of Technical Cooperation With the United Republic of Tanzania 2011-2015, (2011).

National Goals	UNDAP I outcomes	UNIDO Programme Component	UNIDO objectives
			Strengthened agro-industrial linkages to promote value addition and export sector performance SUB CLUSTER PROJECTS SUPPORTING SPECIFIC INDUSTRIES
	Relevant institutions improve national capacities to promote regional integration and international trade		Enhanced participation of national enterprises in regional and international trade
MKUKUTA: Ensuring food security and climate change adaptation and mitigation MKUZA: Promote sustainable and equitable pro-poor and broad based growth	Key MDAs and LGAs integrate climate change adaptation and mitigation in their strategies and plans Relevant MDAs, LGAs and Non-State Actors improve enforcement of environment laws and regulations for the protection of ecosystems, biodiversity and the sustainable management of natural resources	Programme Component 3: Cleaner production and Renewable Energy for Productive Uses	Emission reduction and resources management for industrial performance CLUSTER 3, ENVIRONMENT AND ENERGY
<i>Source: UNDAP I (2011-2015), UNIDO Country Programme (2011-2015)</i>			

More broadly speaking, the Tanzania Development Vision (TDV) 2025 stipulates that Tanzania should achieve middle-income status by 2025 through high levels of industrialisation, competitiveness, quality livelihood, rule of law and having in place an educated and pro-learning society. In addition, the Tanzania Five Year Development Plan (2011/2012-2015/2016) stressed – as one of five priorities - industrial development specifically targeting industries that use locally produced raw materials. The next Five Year Development Plan (2016/17 – 2020/21) puts even more emphasis on industrial development as already indicated in the sub-title of the Plan: *Nurturing Industrialization for Economic Transformation and Human Development*. All these strategic documents are very much in line with UNIDO’s mandate to promote and accelerate inclusive and sustainable industrial development.

All in all it can be said that sustainable and inclusive industrial development was a top priority for the government during the past five years and is even more so for the coming five years.

While UNIDO projects are to a large extent funding driven, projects stay within the thematic framework established by the UNIDO Country Programme. All projects including the projects which were initiated *after* 2011 are aligned with the national priorities.

Meetings with stakeholders during the evaluation mission demonstrated significant interest in the work and support offered by UNIDO. There is a great demand for UNIDO services underlining the relevance of UNIDO's expertise. Interviews showed a very diverse range of needs covering many different sectors and all levels of interventions (macro-, meso-, and micro-level).

There are high expectations of what UNIDO can offer in the **country's ambitious industrialisation drive**. Some stakeholders emphasised to the evaluators that the outlook of the country has changed and that **what was relevant in the past may not be relevant enough in the future**, thus necessitating UNIDO to review its roles and approaches in Tanzania.

Portfolio analysis

Colour codes in Table 4 illustrate some examples of linkages between the various project clusters and UNDAP goals:

- For projects in sub cluster "Industrial policy and statistics", blue font reaches all the way to UNDAP I outcome, "**evidence-based pro-poor economic development policies and strategies**", thus illustrating linkage at outcome level;
- For projects in sub clusters "Trade promotion" and "Projects supporting specific industries", purple and maroon fonts do not reach UNDAP I outcomes, thus suggesting relevance at UNIDO programme component output level;
- Project "Enhancing Youth Employability and Entrepreneurship" in cluster 2, however, reached the UNDAP I outcome level by providing input to the Tanzania National Internship Framework (NIF);
- For projects in cluster 3, "Environment and energy", in particular projects funded from the Global Environment Facility (GEF), green font do not reach UNDAP I outcomes, thus suggesting relevance at UNIDO programme component output level¹⁷.
- Stockholm Convention and UNDAP related projects in cluster 3, however, reached the UNDAP I outcome level by supporting development of laws or regulations.

The portfolio analysis of showed that all projects are fully aligned with national priorities and needs.

¹⁷ Linkages with environmental laws, e.g. the Government's renewable energy policy issued in 2015, e.g. the development of hydropower generation infrastructure (SHP), the applications of waste-to-energy in enterprises or the promotion of alternative fuels.

5.1.2 Role of UNIDO

Finding 2: *UNIDO plays many roles in Tanzania ranging from being an expert and capacity builder, to being a catalyst and modernizer of industries, to being an advocate for environmentally friendly industrial development. UNIDO is not a funding agency but much more an implementing agency. While each role has merits, the main role of UNIDO in Tanzania is not clear and UNIDO's profile is not very sharp.*

Expert agency bringing know-how and technology to Tanzania

During the past five years, UNIDO has played a role as an expert agency bringing know-how to Tanzania in many areas like the processing of agricultural products (e.g. sunflower seeds, cashew nuts, red meat, leather, sea weed, etc.) or expertise on how to construct small hydro power plants. Moreover, UNIDO plays an expert role at the central government level strengthening for example the analytical capacity of national ministries and agencies (e.g. National Bureau of Statistics, Ministry of Industry, Trade and Investment) or supports the Government in achieving compliance with international agreements (e.g. Stockholm Convention).

Capacity builder

The role of an expert agency is closely related to the role of UNIDO as capacity builder. Most projects in Tanzania have a capacity building component be it at the central administration level (e.g. Industrial Intelligent Unit) or at the meso-level building capacity in Industry Support Organisations (ISOs) like the Tanzania Engineering and Manufacturing Design Organization (TEMDO) or the Tanzania Industrial Research and Development Organization (TIRDO).

Catalyst – demonstration projects

UNIDO's role in Tanzania is also understood as being a *catalyst*. Pilot projects like the internship programme (a component of project SAP no. 150054) or demonstration projects like the slaughter house in Iringa (SAP no. 101171) are supposed to be replicated by other actors. UNIDO is also acting as a catalyst with the subcontracting and partnership exchange platform (SPX) matching buyers and suppliers thereby replacing imports with domestic products and services (SAP no. 102208).

Modernizer of industries

A particular role for UNIDO is in supporting the country in creating more value by improving the processing of commodities in the country rather than exporting only the raw material. Creating more value domestically also leads to more jobs domestically. The sunflower oil is a good example. Tanzania imports great volumes of cooking oil while it exports great volumes of sunflower seeds. The 'industrial upgrading and modernization' project (SAP no. 102175) intends to '*promote competitive industrial production, improve the quality and quantity of industrial output, and facilitate access to national, regional, and international markets for local manufacturing small and medium*

enterprises (SMEs)'.¹⁸ Similarly, the support provided by UNIDO to the value chain development in the leather industry is focussing on upgrading quality standards.

Advocate for the environment

Last but not least, UNIDO plays a role in contributing to an environmentally friendly industrial development. Several stakeholders stressed the importance of UNIDO in this area. Tanzania's economy is growing which creates increasing environmental pollution like contaminated soil, large dump sites or open burning of waste. UNIDO implemented several smaller projects which attempted to address some issues in the area of waste recycling or e-waste management. These projects were meant to demonstrate the benefits of the efficient use of resources and clean energy for productivity and the environment.

Implementing agency – not a funding agency

The role of UNIDO can also be understood as an implementing agency. Largely lacking own programmable resources, UNIDO's role is not that of a funding agency. UNIDO depends on third party funding. Particularly illustrative are the GEF projects which constituted 49% of the project budget in Tanzania.

UNIDO has many 'heads' in Tanzania. While each role has merits, it emerged from interviews with key stakeholders that the main role of UNIDO in Tanzania is not clear and UNIDO's profile is not very sharp.

5.1.3 Comparative advantage

***Finding 3:** Views among stakeholders diverge significantly with regard to UNIDO's comparative advantage vis-à-vis other development partners. A consensus emerges only around the notion of UNIDO being the only UN agency with a clear focus on industrial development being in a position to share experience from other countries on industrial development. UNIDO's advantage is seen in its experience in collaborating closely with producers at the sector level and its ability to introduce appropriate technologies.*

While UNIDO plays several roles in Tanzania (see previous chapter), views among stakeholders diverge with regard to UNIDO's comparative advantage vis-à-vis other development partners. In particular, this is also because UNIDO does of course not have a monopoly on areas such as supporting SME development, trade promotion or value chain development. According to one interviewee, whose agency had done a mapping in this area, there were at least 20 international development partners involved in value chain development in Tanzania. If asked about UNIDO's comparative advantages, stakeholders offer a series of ideas ranging from supporting SMEs, light manufacturing, skills development, capacity building at the meso-level, policy advice at the central level, work with national think-tanks, or green growth.

¹⁸ Tanzania Industrial Upgrading and Modernization Project – Taking you and your Industry to the Next Level, UNIDO/United Republic of Tanzania, (2013).

In general, UNIDO's advantage is seen in its experience in closely collaborating with producers at the sector level (the opposite is academic text book knowledge detached from reality). Many UNIDO experts have actually worked in their sectors of expertise. Related to the familiarity with producers concerns is UNIDO's ability to introduce appropriate technologies.

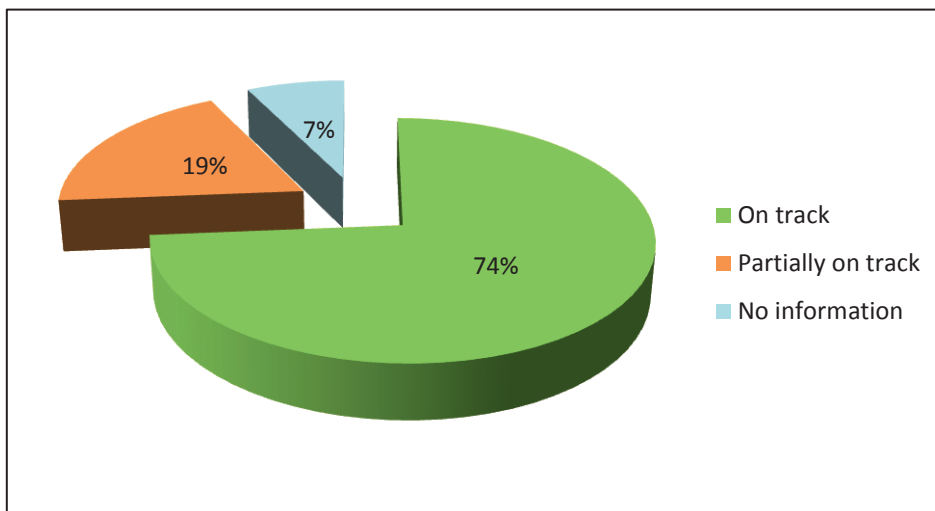
In any case, UNIDO is seen as the only *UN agency* with an explicit focus on industrial development. UNIDO is perceived as being in a position to share the experience from other countries when it comes to industrial development (examples mentioned were Vietnam or Indonesia). In a study for strategies for social and economic transformation in Zanzibar, commissioned by the Ministry of Finance and Planning Commission (Revolutionary Government of Zanzibar), UNIDO is the only UN agency mentioned.¹⁹

5.2 Effectiveness – results achieved

5.2.1 Overview

According to the portfolio analysis, 20 projects out of 27 projects were on track, five projects were partially on track to achieve results and no information was available on two projects (Figure 15 and Figure 16)

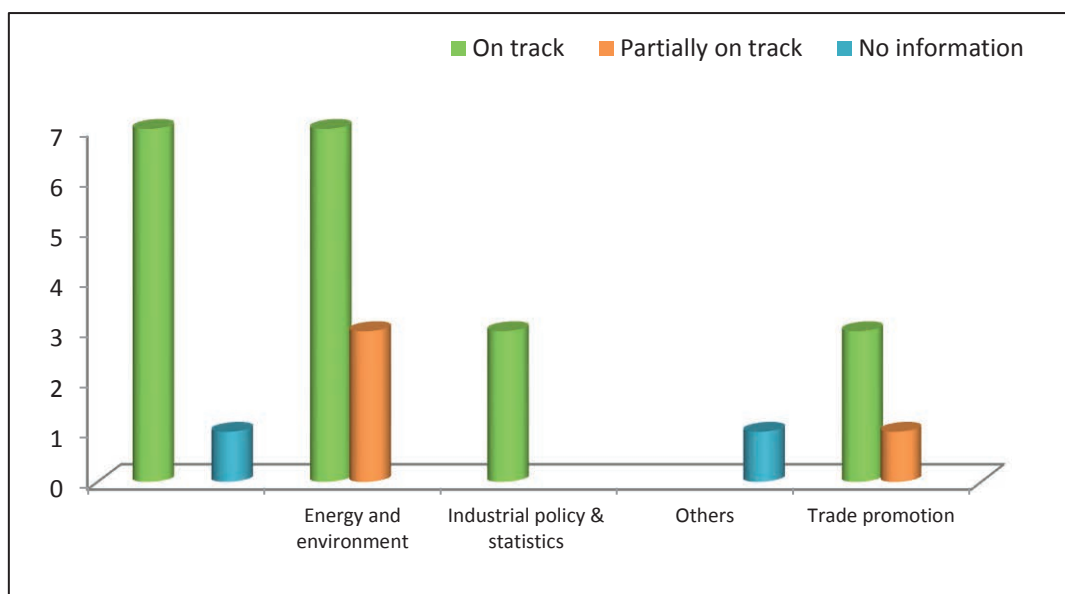
Figure 1512. Overall achievement of results ²⁰



¹⁹ Strategies for Sustainable Social and Economic Transformation [in Zanzibar], Singapore Cooperation Enterprise, (2015).

²⁰ Source: Evaluation team

Figure 16. Status of results, by cluster ²¹



5.2.2 Cluster 1 – Policy, National Systems, Statistics, Trade

Finding 4: *Projects in the 1st cluster depict varying degrees of achievement of results. The most notable successful intervention is the strengthening of the analytical technical capacity of the National Bureau of Statistics (NBS) and staff of the Ministry of Industry, Trade and Investment (MITI).*

Results achieved under a number of successful interventions in the cluster “Policy, National Systems, Statistics, Trade” are listed in Box 1 and illustrated in Figure 17.

²¹ Source: Evaluation team

Box 1: Successful interventions examples in cluster 1

- The most notable successful intervention is the strengthening of the analytical technical capacity of the National Bureau of Statistics (NBS) and staff of the Ministry of Industry, Trade and Investment (MITI) with the creation of the Industrial Intelligence Unit (IIU) with staff members who have applied their acquired skills to conduct their work accordingly and ultimately in preparing the national FYDP 2016/17 – 2021/22.
- Capabilities developed enabled MITI and NBS to carry out statistical surveys and conducting good analytical work. For example, the 'Annual Survey of Industrial Production' is published every year, and in 2013 a 'Census of Industrial Production' was conducted by staff who received support from UNIDO.
- There are now two functional 'Industrial Intelligence Units' in MITI (mainland) and MTIM (Zanzibar). The IIUs have played a key role in analysing data and preparing papers and reports such as the *Policy Briefs* and the recently launched Tanzania Industrial Competitiveness Report 2015, which was used in the preparation of the FYDP II. The Government was also able to publish the Industrial Competitiveness Report as a result of building local capacity to produce more timely and international comparable industrial statistics.

Other results

Other results include but are not limited to the following:

Subcontracting and Partnership Exchange Programme (SPX)

- According to interviews at the country level, 290 companies have been profiled compared with a target of 500 and 23 companies have been benchmarked (target 250). However, compared with the target according to the SAP system the results appear more favourable (200 companies profiled, 30 companies benchmarked). Anyway, only five companies were linked to buyers and investors, one company won a contract and one company was facilitated to form a joint venture. The project faced several challenges. However, views regarding the underlying causes diverge between the implementing partner – the Tanzania Chamber of Commerce Industry and Agriculture (TCCIA) and UNIDO.²²

Investor Survey Report

- The Tanzania Investor Survey Report (2014) was completed and published, albeit with significant delay and data was partly outdated at the time of publishing. Views regarding the reasons for the delay diverge between the Tanzania Investment Centre (TIC) and UNIDO. What is clear is that there was limited ownership by TIC.

²² The wider focus of this is country programme evaluation and limited focus on individual projects did not allow further exploring what appeared to be a complex situation.

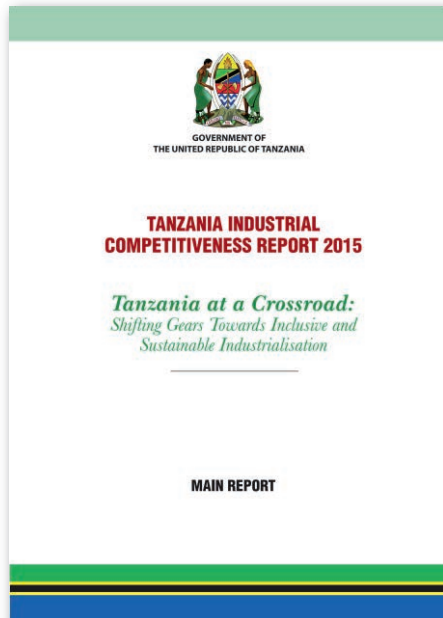
Business Information Centre

- The functional Business Information Centre (BIC) was established in the Zanzibar National Chamber of Commerce, Industry and Agriculture (ZNCCIA). However, the centre has not yet achieved major results, which is partially due to the challenging SME setting in Zanzibar as well as internal issues.

Review of the SME Policy implementation

- The SME Policies for mainland and Zanzibar were reviewed. The Revolutionary Government of Zanzibar wanted a new SME policy, which could not be developed due to its delayed review. A successful intervention was a study tour of BRELA and PBRA staff to Vietnam to learn how the Vietnam's business registration agency, ABR, conducts on line business.

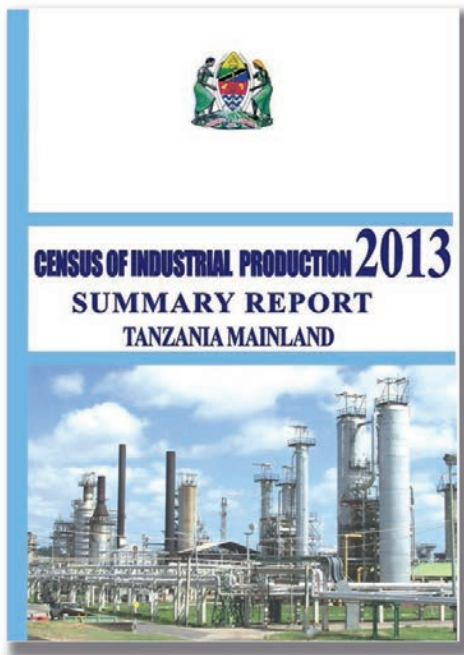
Figure 1713: Examples of 1st cluster results to which UNIDO has contributed



(SAP no. 100348)



(SAP no. 120288)



(SAP no. 109028)



(SAP no. 102208)

5.2.3 Cluster 2 – Value Chain Development, Industrial Upgrading, Entrepreneurship

Finding 5: It appears from the available data that all projects in the 2nd cluster had either achieved their intended results or were on track to achieve them. However, data is incomplete. With some exceptions, for the projects funded by the UN One Fund there are no project documents available which clearly stated expected results for UNIDO and it is therefore unclear if all results have or will be achieved²³.

Results achieved under a number of successful interventions in cluster 2 are listed in Box 2 and illustrated in Figure 18: .

Overall, results appear to have helped entrepreneurship, industry and MSME growth, which may as a result have led to job creation, rural development and poverty alleviation.

²³ With some exceptions, the design documentation for projects in the 2nd cluster were, in particular for the projects funded by the UN One Fund, embedded in the “Country Programme of Technical Cooperation with the United Republic of Tanzania 2011-2015”, which does not spell out targets for expected results.

Box 2: Successful interventions - examples in cluster 2

- The Dar es Salaam Institute of Technology (DIT) Leather Centre in Mwanza has since August 2011 trained hundreds of experts in leather processing and shoe making, 268 SME entrepreneurs and 100 more in ICT/distance learning supported vocational training.
- SIDO-Cluster Cashew Nut factory improved with equipment, increasing the production of the factory from 80 kilograms per eight-hour shift to a total of 1.5 tonnes per shift;
- As per 1 August 2015, more than 270 new jobs have been created both in the slaughter houses and in the cashew factory together.
- Industries participating IUM:
 - o Change in turnover in of 38% through enhanced production, maintenance and marketing;
 - o Operating margin increase of 23%;
 - o 4% increase in employment;
 - o 84% increase in regional exports, 5% increase in sales, 30% increase in share of local market, 5% increase in sales;
 - o Reduction of waste losses in the milk industry.
- The Youth Employability and Entrepreneurship intervention initially targeted the organisation and delivery of a graduate internship programme for 100 graduates, which was later increased to 150 graduates, while the project actually launched with 200 graduates. The project also made a significant contribution to the development of a national internship framework concept.

Other results

Other results “harvested” by the evaluation include but are not limited to the following:

Value chain support – leather industry

- UNIDO interventions have resulted in the development of a leather training e-learning course. The online training courses teach students about leather footwear designs and how to make patterns. The initial training included 17 persons. The e-learning course allows for learning opportunities for students from remote regions.

Value chain support – meat industry/ cashew nut

- Regarding the upgrading of the meat value-chain, two small-scale slaughter houses and two abattoirs were established in Mbeya and Iringa. Training and coaching in meat processing was done, which included training on meat handling, meat cuts and accounting and business information by specialised partner organisations.
- Support and cooperation with the Ministry of Livestock and Fisheries and the Ministry of Trade, Industry and Investment in both industries, who expressed their thanks to UNIDO for the value added.

Industrial Upgrading and Modernization

- Some projects have achieved more than what was planned. For example, the Industrial Upgrading and Modernization project worked with 19 companies in the sunflower, dairy, food processing/packaging and horticulture sectors, against an initial target of 15 enterprises. This in spite of the fact that upgrading plans could not be implemented for some of the originally targeted companies.

Tourism market access for horticulture products

- Work so far has been positive with regards strengthening linkages between processors and hotels as well as supermarkets. Furthermore, UNIDO also made good progress regarding the project's sub-objective of strengthening the capacity of the national organisations TIRDO and TEMDO to support local manufacturers to meet food safety standards²⁴ through the recruitment of a consultant to carry out needs analysis to support the upgrading of agro-processing units by improving product packaging and label layout and ensuring it complies with safety and health standards.

Regional - 3ADI PPP (sea weed value chain in URT)

- A value chain analysis was conducted in 2013, where products such as Carrageenan were ruled out due to global market saturation, and following interest from a Dubai-based investor a feasibility study was carried out to identify a product from refined Carrageenan (which is a growth enhancer for plants, animals).
- Currently plans foresee completing a processing plant, which would contribute to stabilizing market prices and ensuring a continued market for more than 1,000 local farmer producers of seaweed in Zanzibar. The financing plan foresees a UNIDO contribution of USD 150,000 towards the costs, with a private investor providing USD 700,000.

Youth Employability and Entrepreneurship

- In addition to the component of this project described in Box 2 above, the project also provided capacity building to business development service (BDS) providers in Dar es Salaam and Zanzibar.
- Strategic advice provided to Zanzibar Technology Business Incubator (ZTBI), as well as a Rapid Needs Assessment (RNA) identifying six areas for technical cooperation with UNIDO;
- Follow-on UNIDO support for ZTBI, including specialist equipment training (10 days), 2-day training on incubator management and SME financing (12 participants), support for a Business Idea Generation and Business Plan Competition and specialist advice to design a Revolving Fund from NGO Milele

²⁴ Including nutrition information on product labelling to support manufacturers to access international market and tourism sector.

Foundation for ZTBI;

- Needs Assessment (NA) carried out for the University of Dar es Salaam Entrepreneurship Centre (UDEC), with findings and recommendations identified;
- Follow-on UNIDO support for UDSM, including visit programme and support for a participative strategy development process enhancing development of a highly focused “Five Year Strategic Plan for the new University of Dar es Salaam Innovation and Entrepreneurship Centre (UDIEC);
- Supporting UDIEC and UDSM commitments to mainstream entrepreneurship into all UDSM Faculty curricula for first-year students for its 2017-2018 Academic Year, as well as supporting the launch of an incubator during its 2017-2018 Academic Year.

It appears from the available data that all projects in the 2nd cluster have either achieved the intended results or are for the most part on track to achieve them. However, a comprehensive of project results against targets is significantly hindered by incomplete project data – this is particularly the case for projects funded by the UN One Fund where there are no project documents available that clearly state expected results for UNIDO and it is therefore unclear if all results have been achieved. Furthermore there are several projects which are due to conclude in 2016, thereby making it difficult to analyse their results at this time. However, for future results, it is key that a system be created to measure the attainment of results, and the impact of these results.

Figure 18: Examples of 2nd cluster results to which UNIDO has contributed



DIT- Mwanza Campus,
June 2016 (SAP no. 100228)



“Inventa” software for machine design, Tanzania
Engineering and Manufacturing Design
Organization (TEMDO), Arusha, June 2016
(SAP no. 102175)



Sunflower Oilseeds Processor, premises of an entrepreneur, Dodoma, June 2016 (SAP no. 102175)

5.2.4 Cluster 3 – Energy and Environment

***Finding 6:** Results in GEF-funded projects were clearly identified at the design stage and it can be concluded that they had been achieved or were likely to be achieved. The results of projects funded from the One Fund were identified in a more generic manner, some achievements could be identified, though.*

Results achieved under a number of successful interventions in cluster 3 are listed in Box 3 and illustrated in Figure .

Not all results were of the same importance. Clearly, the importance and magnitude of results was related to stakeholder commitment, level of funding, and, most importantly, to high quality design.

Box 3: Successful interventions - examples in cluster 3

Small Hydropower mini-grids – expected by end of 2016

The 'mini-grids' project can be highlighted as one of the most successful intervention of projects in the environment and energy cluster, in terms of the large number of beneficiaries that will be reached when all the small hydropower mills will be operating and the potential environmental benefits. The project also takes a corporate social responsibility (CSR) approach, integrating into its business model actions that further social good and make a positive impact on the environment and stakeholders including employees, investors, communities, and others.

- A nominal capacity of 4,881 KW SHP will be installed in 8 sites;
- Emissions will be reduced by 16,782 t CO2 per year;
- Clean, reliable energy will be available to establishments of Corporate Social Responsibility (CSR) relevance, inter alia, a major flower producer (KILIFLORA), employing 1,200 workers and providing electricity and social economic benefits to thousands of underprivileged women and youth;
- Stakeholders' capacity was developed to promote self-reliance in the design and manufacturing of equipment, such as turbines for micro / mini hydropower based mini-grids;
- Spin-off: further to the fellowship training in Indonesia, a participant was able to build a turbine for his farm plus a 20KW SHP for the Arusha National Park;

A SHP centre was established at the College of Engineering and Technology at the University of Dar es Salaam to support the further development of mini-grids (the estimated potential for hydropower is over 450 MW while the current grid-connected installed capacity is about 25 MW). Capacity has been established at the centre for local fabrication of small-scale turbine equipment (50-60 KW), a major step in removing a major bottleneck of local availability of equipment and support for maintenance. Efforts to raise awareness vis-à-vis the centre are necessary.

Stockholm Convention

- A National Implementation Plan is being updated and will be endorsed by the Government for submission to the SC Conference of Parties;
- Two sites contaminated with pesticides in Tengeru (Arusha) and Morogoro will be cleaned up with methods and plans developed under the regional programme, results will be disseminated and replicated in other countries.

Other results

Results achieved in the energy and environment cluster include, but are not limited to the following:

Waste and environment

- New e-waste regulations were submitted to the government;
- On Zanzibar a study on amounts of e-waste was conducted;
- A pilot project was designed to improve solid waste management. However,

the necessary financial resources were not mobilized as there was not enough waste for a recycling facility (business models and regional arrangements needed for substantiating the business case).

Montreal Protocol

- Training and equipment was provided to vocational training centres in various regions to update and improve training technologies, involving suppliers.

Renewable energy – UNDAF project

- Feasibility studies were conducted and a biogas plant was installed in the Iringa District in conjunction with a slaughter slab built under project value chain support to the meat industry;
- In Zanzibar, use of ethanol cook stoves was piloted with 125 families participating. While the Environmental Protection Agency in Zanzibar raised some issues regarding the high cost of stoves for poor households, the pilot generated sufficient interest leading to formulating a new project for Tanzania Mainland and Zanzibar.

Waste-to-Energy – just started

- 6.8 MW cumulative capacity will be developed, leading to the reduction of 328,877 t CO₂, with the involvement of private investors. Soft loans strategies are designed to incentivize the replication of up to 15MW, with an overall CO₂ reduction of 725,464 t;
- Capacity was developed for 50 policy makers, 50 institutions, plus industries and project developers;
- Information and learning centre were embedded both under the National Energy Centre for Excellence (NECE) I&LC established in UDSM.

Bio-ethanol as fuel for cooking – just started

- Local manufacturers will be assisted to manufacture ethanol cook stoves
- Ethanol plants (large, medium and micro distilleries) for a cumulative capacity of 120,000 litres per day will be put in place;
- Ethanol cook stoves will be sold to the final customers; (new target 500,000 households over a period of five years; project part of Government priority to reduce charcoal consumption and deforestation));
- Capacity will be developed for 100 policy makers, entrepreneurs interested on micro-distilleries, national experts, renewable energy (RE)/technical institutions, banks/financial institutions, engineering companies, NGOs/ civil society organizations (CSOs), other target groups (30 in each group).

5.2.5 Good practices

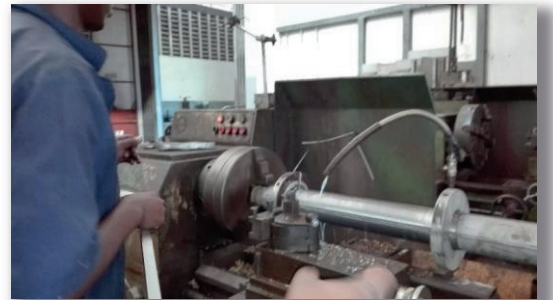
Good practices include:

- The strong commitment of the Government of Tanzania. For example, the engagement of the Ministry of Industry, Trade and Investment in evidence-based policy development projects; the commitment of the Rural Energy Agency (REA, under the Ministry of Energy and Minerals, MEM) to cluster 3 projects; the

ownership of owners of enterprises and energy facilities in cluster 2 and 3 projects;

- The robust project design in cluster 3, GEF-funded projects, with clear objectives, targets, incorporating investors, CSR and faith-based groups into the business models; the pooling of resources, such as investor's equity, GEF and national loans and grants; and the implementation of appropriate M&E practices;
- UNIDO's role in supporting the development of project-related technologies was spot-like, often limited to individual equipment in academic or research centres. Nevertheless, the fact that one fellowship training in Indonesia under the mini-grid project enabled the participant to actually manufacture turbines and ensemble a 20KW SHP for the Arusha National Park **shows the high potential of UNIDO's approach**. It also suggests interesting opportunities to couple UNIDO's industrial development and GEF environmental protections mandates.
- The recently approved project 'Bio-ethanol as fuel for cooking' has gone the extra mile and incorporated higher degrees of national participation and involvement of the related manufacturing industry, in addition to its environmental remit, and plans to enable local manufacturers to produce ethanol cook stoves locally, as well as large, medium and micro ethanol distilleries to be designed and constructed locally.

Figure 19: Examples of 3rd cluster results to which UNIDO has contributed



Machining of turbine
Center for Small Hydropower in Tanzania,
College of Engineering and Technology
(CoET), University of Dar es Salaam,
June 2016 (SAP no. 100261)



Small hydro power plant, Arusha,
June 2016 (SAP no. 100261)



Dam at Kiliflora for small hydro power plant,
Arusha, June 2016 (SAP no. 100261)

5.2.6 Synergies between projects

***Finding 7:** Several examples demonstrate that there is potential for synergies between different UNIDO projects. However, overall there are limited synergies between the different UNIDO projects. Reasons are the conception of the projects as individual unrelated interventions, funding uncertainties or structural issues. This led to rather isolated projects, fragmented geographically, thematically and institutionally, lending themselves to limited synergies.*

Cluster 1 – Policy, National Systems, Statistics, Trade

Box 4 illustrates the strong synergies among the projects related to industrial policies and statistics.

Box 4: Synergies - examples in cluster 1

Projects in the sub cluster “Industrial statistics” were in fact a set of coherent interventions and worked as an integral project. There are synergies between the support provided to the National Bureau of Statistics (NBS) and the support provided to the Ministry of Industry, Trade and Investment (MITI). The Census of Industrial Production produced by the NBS provided useful data for the Tanzania Industrial Competitiveness Report 2015 produced by the MITI which in return provided useful thinking for the new National Five Year Development Plan 2016/17 – 2020/21. There was collaboration between the NBS and Confederation of Tanzania Industries (CTI) as well as with the MITI. Data from the NBS was used in the review of the SME policy implementation.

While there are logical relationships between projects, actual synergies did not materialize. For instance, project ‘enhanced access to markets and export’ (SAP no. 100028) and project ‘tourism market access for horticultural products’ (SAP no. 120104). Both projects supported businesses to access domestic and regional or international markets. Moreover a simplified export manual was developed to assist SMEs in accessing regional and international markets, which could have been fully exploited, for example in cluster 2 projects.

Some, although limited synergies were noted between two component of the same project, i.e. the Business Information Centre and the business incubator on Zanzibar (SAP no. 102209).

Basically no synergies have been recorded between the SME policy review (SAP no. 120288) and the Investor Survey report (SAP no. 102208) both studies conducted with the lead at UNIDO headquarters.

A potential for more synergies was identified between the ‘partnership and subcontracting exchange programme’ (SAP no. 102208) and the ‘industrial upgrading and modernization programme’ (SAP no. 102175).

Cluster 2 – Value Chain Development, Industrial Upgrading, Entrepreneurship

The projects in 2nd cluster show limited exploitation of synergies and cooperation, with scope existing for greater exploitation of synergies in a manner befitting a ‘Country Programme’. For example the four projects falling under the Africa (Accelerated) agribusiness and agro industries development initiative (3ADI) don’t show any synergies although these projects were probably an ideal case for synergies. In fact project UNDAF support - 3ADI PPP value chain (SAP no. 101185), together with project value chain support – leather industry (SAP no. 100228) and project value chain support – meat/cashew industry (SAP no. 101171), appear to have been meant as one integrated value chain project, which at one point split into specific and

unrelated projects.²⁵

Another example of how increased synergies could have been explored is that the expertise within the UNIDO project team leading project 'SECO-Tourism market access for horticultural products' (SAP no. 120104) could have been used to carry out a rapid assessment of the product and produce needs of the hotel and tourism sector in Zanzibar in order to provide potentially valuable market intelligence and information as to which areas that the local incubator in Zanzibar (ZTBI) might focus its efforts in terms of choice of incubated tenant business activities. Synergies could have been – and still can be - explored in spite of the fact that the incubator project started before the tourism project. (The ZTBI incubator had also received some advisory support under the UNIDO Project 'Youth Employability and Entrepreneurship' (SAP no. 150054) which started later).

Box 5: Synergies - example in cluster 2

Some synergies were created between the project 'Youth Employability and Entrepreneurship' (SAP no. 150054) and the project 'Industrial Upgrading and Modernization' (SAP no. 102175), via a partial focus on youth through the creation of internships in the SMEs supported in the TIUMP project in Dodoma. The following was recorded: *'25 young graduate candidates (15 graduates in food science; 5 technicians – mechanics, welding & fabrication; 5 graduates in business administration) have been identified for apprenticeship and recruitment by enterprises being supported by UNIDO through TIUMP.'* This example of synergies enhanced the impact of both projects and the enhanced impact when UNIDO 'delivers as one' through its Country Programme.

Cluster 3 - Environment and energy cluster

The cluster of UNIDO environment and energy projects (including those funded by UN One Fund and GEF) supported many objectives, e.g. compliance with international agreements, such as the Stockholm Convention and the Montreal Protocol; waste management enhancement; reducing greenhouse gas emissions while promoting rural electrification through mini grids, waste to energy applications and alternative fuels. Thus, relationships among cluster 3 projects occurred only occasionally and these relations were of a "precedence" nature, i.e. one leading to other, synergies have not been fully exploited and have occurred by chance rather than planned.

²⁵ The fourth project is the regional 3ADI PPP project - sea weed value chain in URT (SAP no. 120113).

Box 6: Synergies - example in cluster 3

Synergies in the proper sense among the projects, e.g. two or more projects producing a combined effect greater than the sum of their separate effects, occurred only in one case of the biogas plant at the slaughter slab. In this case, feasibility studies were conducted and a biogas plant was installed in the Iringa District funded under project, 'renewable energy', (SAP no. 103176) in conjunction with a slaughter slab built under project 'value chain support - meat industry' (SAP no. 101171).

Some other synergies can be found. For instance, project documentation indicates that there is a plan for integrating the small hydropower centre in the College of Engineering and Technology at the University of Dar es Salaam with the information and learning centre that will be established under the 'waste-to-energy applications' projects and that ultimately both centres will be embedded under one "National Energy Centre for Excellence (NECE)".

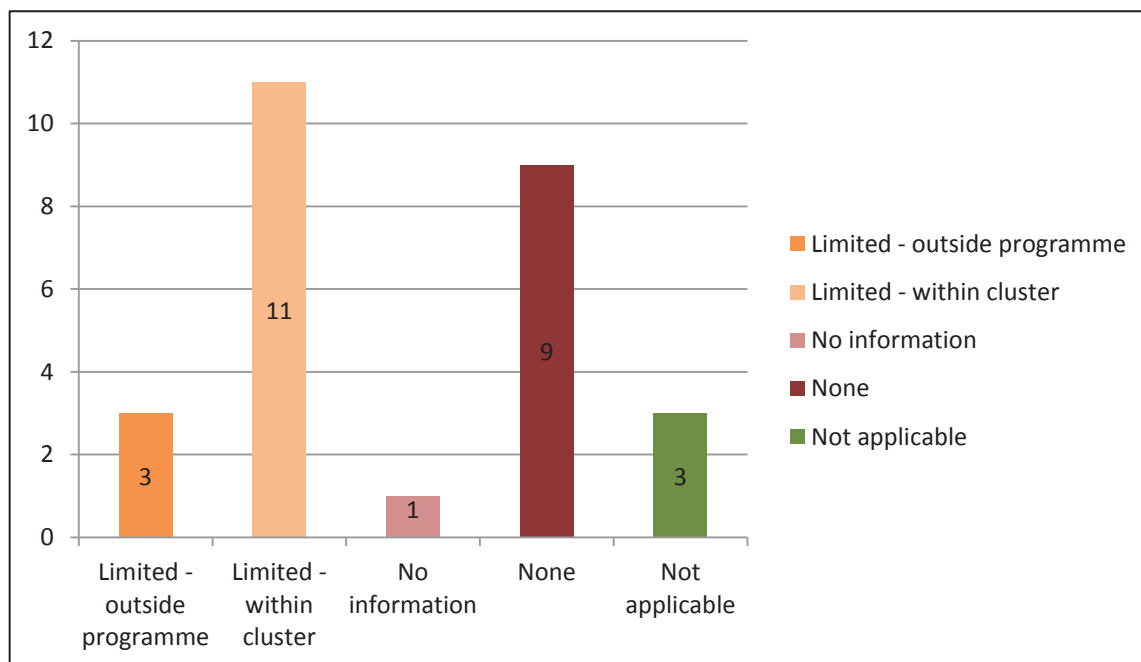
Interviews voiced that the pilot introduction of 125 cook stoves in Zanzibar under the 'renewable energy project' (SAP no. 103176) paved the way to the GEF preparatory assistance project 'bio-ethanol as fuel for cooking' (SAP no. 150208) which aims at reducing the need for firewood collection, deforestation, and families' reliance on dirty fuels.

Likewise, preparatory assistance under project GEF project 'waste-to-energy applications' (SAP no. 120319) led to another project 'waste-to-energy applications' (SAP no. 140077) with an estimated overall budget of 26,750,000 USD.

Portfolio analysis

The project portfolio analysis shows that projects had limited synergies, mainly within the thematic cluster (Figure).

Figure 20. Synergies among projects²⁶



Reasons for limited synergies

Interviews with UNIDO project staff at HQ and in Tanzania confirm that only limited synergies were generated between projects. The limited synergies have a number of reasons which can be distinguished as follows.

- Synergies must be considered during the inception of the programme, then projects will logically relate with each other. If not addressed in the design stage, it becomes more difficult to modify project implementation. (design issue)
- Some projects started late while other projects were already being implemented or even completed (timing issue). However, as was shown with the Youth Employability and Entrepreneurship project (SAP no. 150054), projects which start later can also easily be made to fit within the existing structure of ongoing projects/exploit synergies, which enhances the impact of both projects.
- The unpredictability of funding, in particular the uncertainties regarding disbursement of project funding from the UN One Funds, makes it difficult for UNIDO project managers to plan with certainty which is another obstacle to search for synergies (funding issue).

²⁶ Source: Evaluation team

- Some projects are designed and implemented in 'silos', managers not being necessarily fully aware of other UNIDO projects and initiatives in Tanzania. There appears to be limited exchange of information among project managers having projects in Tanzania (structure issue).
- Another structural issue related to the limited management autonomy of the UNIDO country office in Tanzania which is in many ways in a much better position to realize synergies. It is interesting in this regard to note that the cluster with comparatively most synergies is the 1st cluster with several projects being managed by the country office²⁷ and only two projects managers based at UNIDO headquarters (structural issue).

However, the main reason for limited synergies is that the UNIDO Country Programme in Tanzania is not conceptualized as a programme, but rather as individual projects in the first place. The resulting fragmentation has several dimensions. First, the portfolio is fragmented geographically with projects in 9 regions (Arusha, Dar es Salaam, Dodoma, Iringa, Mbeya, Mtwara/Lindi, Mwanza, Tanga and Zanzibar). Second, the portfolio is also fragmented thematically. UNIDO projects address many different areas and sectors, i.e. leather, meat, sunflower, cashews, sea weed, horticulture, waste management, ethanol, hydropower, etc. Last but not least, UNIDO has over 50 main stakeholders. The fragmentation can be seen in the mapping of stakeholders (Annex 3). The result of the fragmentation are geographically, thematically and institutionally rather isolated projects which is impeding on the potential for synergies. Having for example less counterparts in fewer regions could greatly facilitate synergies.

5.3 Long-term changes and benefits (impact and sustainability)

5.3.1 Ownership

Finding 8: Overall, there is a reasonably strong ownership among stakeholders of the UNIDO supported activities. In some cases, however, the ownership is limited because of perceived rather rigid, top-down implementation.

There are several examples demonstrating strong ownership of UNIDO supported activities, which were highlighted as good practices in 5.2.5 Some examples are the following:

- The National Bureau of Statistics (Mainland) and the Office of Chief Government Statistician Zanzibar show great ownership which is demonstrated by the results achieved, namely the Census of Industrial Production (NBS) and the Annual Survey of Industrial Production. Also, the Tanzania Industrial Competitiveness Report 2015 was produced by staff of the Ministry of Industry, Trade and Investment (MITI) while UNIDO provided capacity building to the Industrial Intelligent Unit.
- The Business Information Centre (BIC) on Zanzibar is strongly owned by the Zanzibar National Chamber of Commerce, Industry and Agriculture (ZNCCIA)

²⁷ SAP no. 100348, SAP no. 120302, SAP no. 107142.

which was visible when the BIC team – not without enthusiasm - presented its work to the evaluation team (SAP no. 102209).

- The evaluation team also found strong ownership with regard to the projects in the area of energy and environment. The Vice-President's Office (Mainland) has a strong commitment to fulfil its obligations under the Stockholm Convention and Montreal Protocol (SAP no. 104063).
- The Rural Energy Agency (REA), under the Ministry of Energy and Minerals (MEM) shows strong support for the development of small hydropower, biogas and other clean technologies for electricity production and domestic uses.
- The Prime Minister's Office (PMO) shows great ownership in wanting to replicate and institutionalize the internship approach as a means of increasing youth employability in local MSMEs, as a result of the project Enhancing Youth Employability and Entrepreneurship (SAP ID 150054), and this high level of local ownership is particularly noteworthy given the relatively short timeframe in which this project was implemented.

The evaluation team also found examples where the ownership was limited, e.g.:

- The Tanzania Investor Survey suffered from limited ownership by the Tanzania Investment Centre (TIC) which led to a significant delay so that by the time the report was released, the data was already somewhat outdated. Views on the reasons for the limited ownership diverge and an in-depth analysis is beyond the scope of this country programme evaluation.
- The SME Policy Implementation Review was largely driven and conducted by UNIDO headquarters (SAP no. 120288).
- A further challenge presented the attempted revitalization of the renewable energy centre in Kisakasaka, in Zanzibar which poses concerns regarding the negative consequences of poor management of used solar batteries and industrial debris, possible due to the lack of ownership of the municipality.

The extent of ownership is strongly influenced by the approach to project management. Evidence shows that pushing projects too strongly in order to stick to the timeline can reduce ownership. Flexibility and giving priority to national stakeholder needs (while possibly deviating from a UNIDO blueprint) are factors supporting ownership.

5.3.2 Prospects for long-term benefits

***Finding 9:** Long term benefits of UNIDO projects can be found at macro, meso and micro level. There are also examples of potential multiplier effects. The outreach at the micro level to end beneficiaries is generally rather small. At times, the socio-economic context limits the impact of UNIDO interventions.*

Results achieved show that there will be many long-term benefits beyond the completion of the projects. For example at the *macro level*, the acquired knowledge and skills to conduct surveys and to analyse industrial data by the National Bureaus of Statistics will continue to provide information that the Government needs to develop

policies, plans, and allocate funding. Also the private sector will continue to benefit from industrial data and trend analysis in future. The Tanzania Industrial Competitiveness report has already had an impact on the new National Five Year Development Plan 2016/17 – 2020/21.

Capacity building at the *meso level* is likely to have benefits beyond the completion of UNIDO projects. The institutions strengthened by UNIDO, like the DIT - Mwanza Campus, the Tanzania Engineering and Manufacturing Design Organization (TEMDO) in Arusha or the Small Hydropower Centre at the College of Engineering and Technology at the University of Dar es Salaam are likely to continue providing training and advice in their respective fields beyond the completion of UNIDO projects if efforts are made to sustain the viability of the institutions and the use of these centres²⁸.

Results at the *micro level* in terms of end beneficiaries reached is usually rather limited in the range of a few dozens to several hundred (e.g. sunflower processors, interns, trainees, etc.). But effects at the micro level can be observed. For example, one company participating in the UNIDO 'subcontracting and partnership exchange programme' (SPX) could increase sales of polypropylene bags (SAP no. 102208). Similarly hydro power electricity will reach families and businesses (SAP no. 100261).

The effects of UNIDO interventions at the macro and meso level on end beneficiaries at the micro level cannot be measured. It is for example not possible to establish a results chain from the Industrial Competitiveness Report to employment or income. However, effects of support at the macro level are potentially very large.

Multiplier effects

The evaluation team also found *multiplier effects* beyond projects. For example:

- The slaughter house established in Iringa – as part of the value chain support to the meat industry – has already led to other local government²⁹ visiting the Iringa municipality with the intention of building similar abattoirs (SAP no.101171). According to the Tanzania Meat Board, the intention is that in five years half of the 156 districts should have modern slaughterhouses.
- The successful internship pilot programme – part of the Youth Employability and Entrepreneurship project (SAP no 150054) - has led the Government to prepare a National Internship Framework (NIF) with the support of the UNIDO project team, which can potentially have a large multiplier effect on the expansion of internships to a country-wide scale. Another notable multiplier effect of the pilot internship programme is on the improved operations of the MSMEs through use of new knowledge from graduates.
- The scaling up from prototyping of the edible oil manufacturing in Dodoma through an industrial park supported by a bilateral donor³⁰ (SAP no. 102175).

²⁸ In one case for example, an important customer of TEMDO stopped, after being privatized, requesting for TEMDO services. (UNIDO supported TEMDO in providing consultancy services to enhance its viability).

²⁹ a) Singida Municipal, b) Musoma, c) Mbeya Rural, d) Ilala, e) Morogoro Municipal and f) Ngorongoro Conservation Authority.

³⁰ Denmark.

Furthermore, as this project directly aligns with the national government priorities to become less dependent on imported palm oil, and the government has expressed interest to implement a similar project in a different region, the potential for multiplier effects is promising.

However, the evaluation team also found that multiplication of demonstration projects is also a challenge. So called pilot projects are not multiplied automatically. Awareness is one aspect. Funding is another constraint. An example is small hydropower. While the demand for electricity is high, small hydropower is still a very small provider of electricity and there are challenges to the long term impact and expansion of small hydropower mainly because of the high investment cost, mostly civil works³¹. Also access and availability of water might limit the potential of small hydropower in future.³²

Sustainability and impact of UNIDO projects is also challenged by the socio-economic context. For example the project promoting cook stoves using ethanol on Zanzibar (SAP 103176) did not take sufficiently into account the very limited purchasing power of the target population to buy cook stoves, even if in the end ethanol is cheaper than charcoal or fire wood. Also the Business Information Centre (BIC) on Zanzibar is challenged by an SME culture which is still in its infancy.

5.3.3 Intervention logic (theory of change)

***Finding 10:** There are no explicit theories of change used in the UNIDO Country Programme. Instead, the Country Programme is using log frames, which are also used at the project level. The absence of theories of change might have contributed to weakening the coherence of the interventions, the limited synergies and limited anticipation of socio-economic challenges.*

The UNIDO Country Programme in Tanzania is not supported by a theory of change-like rationale. The UNIDO Country Programme and the project documents are using logframes as conceptual planning tools. While there were no explicit theories of change used, it is evident that there must have been some implicit theories of change of intervention logics intended to lead to long-term change at the micro, meso and macro level, albeit the interventions at the three levels were not conceptually related, changes at the various levels did not necessarily build on each other.

Macro level

The capacity building interventions at the level of national government entities follows a clear logic: enhanced analytical capacity leads to better informed decision making by the Government (e.g. Industrial Intelligence Unit, National Bureau of Statistics, Office of Chief Government Statistician Zanzibar) or the compliance with international agreements (e.g. Stockholm Convention: update and review the National Implementation Plan and remediation of POP contaminated sites).

Also studies directly conducted by UNIDO are intended to support the Government

³¹ Equipment costs represent approximately 10% of total costs.

³² Renewable Energy in Africa, Tanzania Country Profile, African Development Bank Group, (2015), p.15.

decision making process, like the review of the SME implementation policy. Other policy recommendations made by UNIDO included the leather industry or the e-waste legislation. All examples show UNIDO's intervention logic at the macro level.

Meso level

UNIDO supports a number of Industry Support Organisations (ISOs) like the Central Zone Sunflower Oil Processors' Association in Dodoma, the DIT - Mwanza Campus, the Tanzania Engineering and Manufacturing Design Organization (TEMDO) in Arusha, or the Small Hydropower Centre at the College of Engineering and Technology at the University of Dar es Salaam. In return, these ISOs support companies or entrepreneurs linking the meso with the micro level.

Micro level

A key intervention logic of the 'industrial upgrading and modernization programme' is to upgrade a few selected companies thereby making them company leaders which become show cases for other companies to copy and follow (SAP no. 102175). Similarly, the improvement and establishment of a few slaughter houses should trigger a wider trend towards the modernization of slaughter houses across the country (SAP no. 1001171). Both examples show as the implicit theory of change the expected multiplier effect with UNIDO playing the so called 'catalytic role'.

At times, the effects at the micro-level have an impact at the macro-level like the pilot internship programme which has led to the development of the National Internship Framework (NIF) (SAP no. 150054).

While the evaluation team found several interventions logics based on project logframes, the non-use of theories of change and heavy focus on logframes may be partly responsible of somewhat isolated projects with limited synergies with other projects. Also, challenges of the socio-economic context³³ could perhaps have been better anticipated, had UNIDO built its interventions on theories of change which give underlying risks and assumptions more attention compared to the logframe approach. So for example in the environment and energy cluster, an overall theory of change conceptualizing all UNIDO projects contributing to reducing greenhouse gas emissions as part of one programme might have contributed to synergies thereby optimizing the greenhouse gas reduction of this cluster.³⁴

5.4 Gender and youth

***Finding 11:** While there are many references to gender and youth in the UNDP/UNIDO Country Programme, at the project level gender and youth are not fully mainstreamed. Youth receives even less attention compared to the gender dimension. However, it can be assumed that the UNIDO projects benefit men and women equally and to a limited extent also the young population.*

³³ The extent to which socio-economic factors are been taken into account often explain a project's success or failure.

³⁴ Half of the projects in the environment and energy cluster, with a total budget of USD 9,363,839, over 80% of the total budget of this cluster, contributed to reducing greenhouse gas emissions.

First, it can be noted that about a third of the persons met during this evaluation were women (Annex 5). Women, including at higher levels, took part in many interviews and discussions in public and private entities.

Project design

The UNIDO country programme document, in particular the UNIDO/UNDAP work plans, includes many references to gender and youth. Some examples are presented in Table 5.

Table 5: Gender and youth in the UNIDO Country Programme Document - examples

UNDAP Output	Activity	Gender and Youth Considerations	SAP no.
1st cluster: Policy, National Systems, Statistics, Trade			
Relevant MDAs, LGAs and private sector collaborate in promoting investment and local economic development (LED)	Assessment of Investment promotion stakeholders institutions... regarding research capacity, policy advocacy, and quality of aftercare services	Research capacity assessed in term of analysis of investments leading to women/youth employment	102208
2nd cluster: Value Chain Development, Industrial Upgrading, Entrepreneurship,			
Relevant institutions and priority private sector enterprises improve implementation of integrated value and supply chain development in key productive innovative sectors	Training to staff of processing firms and experts to acquire necessary capacities in business administration, processing technology, product development, food safety, and quality management	Training and processing equipment focusing on women and youth employment	101185
Enhance capacity of private sector to benefit from greater access to international markets	Stakeholder workshop to identify seaweed partner cooperatives/organizations	Women and youth employment generation from improved seaweed quality	120113
3rd cluster: Energy and Environment			
National Capacity to adopt and implement mitigation strategies for a low carbon and resource efficient development path enhanced	Site identification, assessment and establishment of pilot RE facilities	Assessment includes consideration of energy issues that affect female and male differently, and their different role on the use and management of RE	103176
<i>Source: UNIDO Country Program of Technical Cooperation With the United Republic of Tanzania 2011-2015, 2011, Annex 7.</i>			

While at the UNDAP/country programme level there are quite a few gender and youth considerations, it appears from the project portfolio analysis that at the project level a majority of the projects have not mainstreamed gender (Figure). However, about 40% have mainstreamed gender. Value chain development projects appear to pay particular attention to women (Figure). (SAP no.'s 100228, 101171, 101185, and 120113).

Figure 21. Overall gender mainstreaming³⁵

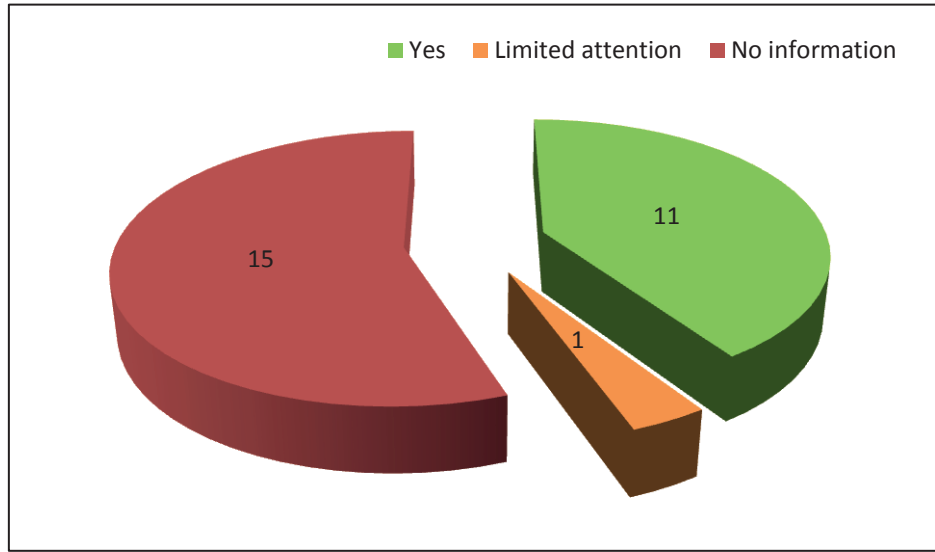
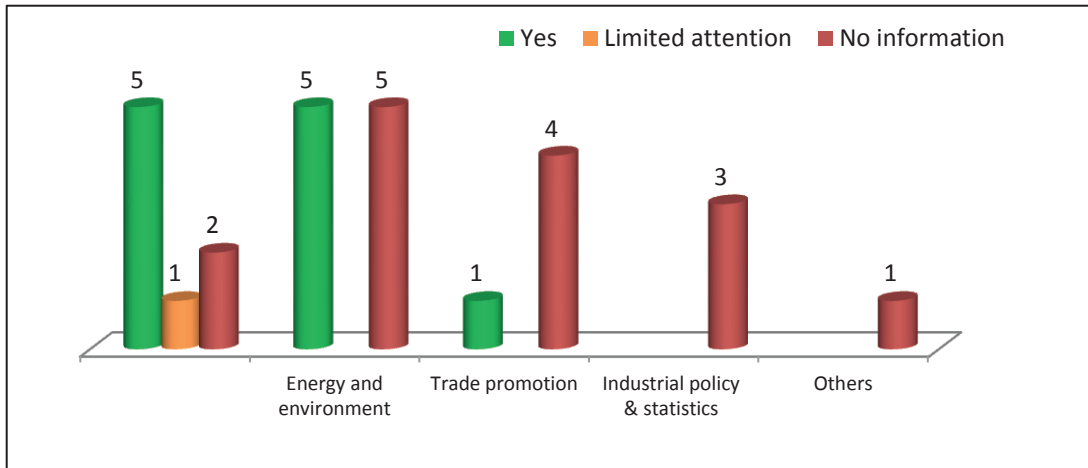


Figure 22 Gender mainstreaming, by project cluster³⁶



Youth received much less attention in comparison with gender. According to the portfolio analysis, only four projects have mainstreamed youth (Figure 23). One exception is the project ‘Youth Employability and Entrepreneurship’ which has youth as sole target group and youth employment as objective (SAP no. 150054). Projects in the energy and environment cluster give basically no attention to youth (Figure 24Figure). However, UNIDO’s gender mainstreaming guidelines issued in 2015 will be applied in the recently approved project on ‘waste-to-energy’, also in conformity with national requirements.³⁷

³⁵ Source: Evaluation team

³⁶ Source: Evaluation team

³⁷ It is noteworthy that, with support from Africa Renewable Energy and Access (AFREA), the Rural Energy Agency (REA) explored how gender considerations are integrated into programme design,

Figure 23. Overall youth mainstreaming³⁸

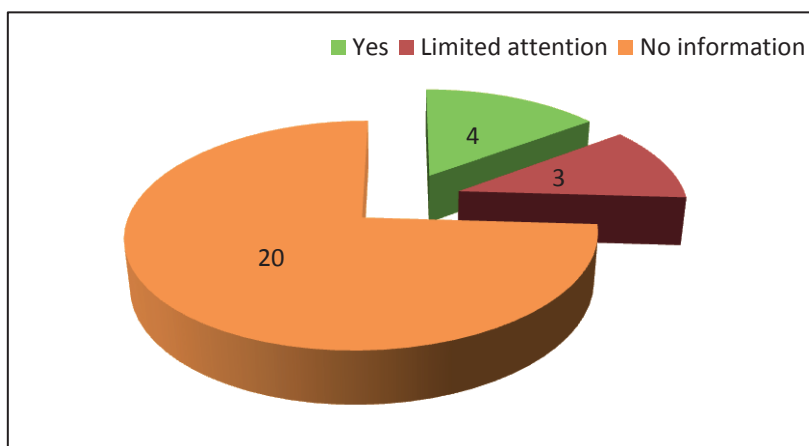
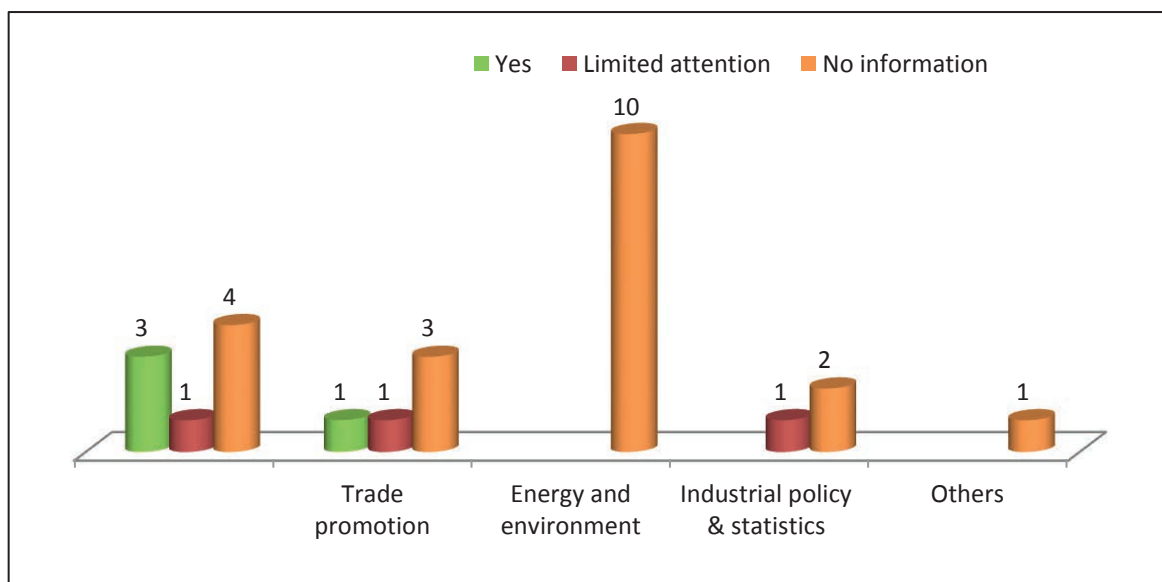


Figure 24. Youth mainstreaming, by sub-cluster³⁹



Benefits for women and youth

In a few examples, the benefits for women and youth are straightforward. In the ‘Enhancing Youth Employability and Entrepreneurship’ project (SAP no. 150054) around 200 young university graduates benefited from an internship. Another example offers the ‘Industrial Upgrading and Modernization’ project (SAP no. 102175). The project evaluation states the following: *‘On the floor of the majority of industries visited, women comprised the majority of workers involved in tasks such as sorting seeds, cleaning, processing and packing. The position of food technician was*

provision of grants to the private sector and a gender focal unit will be reinforced and trained in providing ongoing gender-mainstreaming support throughout the agency.

³⁸ Source: Evaluation team

³⁹ Source: Evaluation team

*almost the preserve of women.*⁴⁰ In the 'Regional - 3ADI PPP (sea weed value chain in URT)' project (SAP no. 120113), women will benefit from the project, as a large majority of people employed in this sector are women.

Also cluster 3 projects (energy and environment) have benefits for women for example in reducing the burden for households to collect fire wood through the use of alternative fuels, such as ethanol (SAP no. 150208). The mini hydro power plants generated electricity which is beneficial to men and women equally for running their homes and businesses (SAP no. 100261).

More broadly, it can be stated that UNIDO's capacity building of institutions in Tanzania benefit men and women employees, but due to the lack of systematic monitoring data the numbers cannot however be quantified. However, it can be assumed that women benefit in most projects.

Disaggregated data

The Tanzania Gender Policy guidelines (2014) emphasize the need for gender disaggregated data and require the inclusion of gender/sex disaggregated data at all levels. Consequently, for the National Bureau of Statistics, which is supported by UNIDO, the provision of sex disaggregated data is standard (SAP no. 109028). For example the survey of industrial production includes gender and age disaggregated data for employment and salary.

Other examples demonstrate attention given to gender and youth in analytical work like the review of the implementation of the Tanzania SME Policy which gives considerable attention to gender and youth (SAP no. 120288).

However, only few projects provide specific gender or youth baseline analysis. Again the 'Enhancing Youth Employability and Entrepreneurship' project is an exception (SAP no. 150054) which presents such an analysis in its project document (Box 7) as well as in its monitoring documents.

⁴⁰ Tanzania Industrial Upgrading and Modernization Project (TIUMP) – Mid-term Evaluation, UNIDO, 2015, p. 30.

Box 7: Gender and youth baseline analysis – example

- The female youth unemployment rate is at 14.3 per cent while it is 12.3 per cent for male youth;
- Tanzania has one of the smallest gaps between women and men in labor force participation and difference between income levels is also small, standing at 27%;
- The level of secondary school participation is very low for both sexes, the gap between women and men is relatively small, standing at 4%;
- It is estimated that every year 700,000 young people enter the labour market, of which only 40,000 (estimated) take up formal sector employment.

Source: Project Document: 'Enhancing Youth Employability and Entrepreneurship in Tanzania' (part of the United Nations Joint Programme on Youth Employment 2015 – 2016, United Republic of Tanzania [URT]). UNIDO. 22 November 2015. P5. (SAP no. 150054)

The lack of sex disaggregated data, pre- and post-intervention, for most projects including the energy and environment projects make it impossible to set a baseline to measure the progress of gender equality and youth employment or income.

5.5 Implementation

5.5.1 UNIDO strengths and weaknesses

Findings 12: UNIDO's implementation strengths are the trusted long-term engagement, its wide industrial expertise and strong capacity building efforts. Weakness are – at times - too technical and too standardized interventions with insufficient context analysis and limited local ownership, high transaction cost and limited results monitoring data.

Strengths

First, UNIDO is seen as a trusted partner by many stakeholders. This is partly related to the long-term collaboration and support to national stakeholders going back beyond the current country programme. TEMDO, TIRDO and TIC highlighted the long and fruitful collaboration with UNIDO, which goes back to the establishment of these institutions. Another example is the support to the leather industry stretching back to the 1980's and 1990's, where stakeholders such as the Dar es Salaam Institute of Technology was also a beneficiary of UNIDO support. Also the Small Industries Development Organisation (SIDO) is a long-term recipient of UNIDO support.

Second, UNIDO is seen as having strong industrial expertise, in particular in selected industries like for example the leather sector (SAP no. 100228). UNIDO is seen as introducing appropriate technologies at the micro level. An example is the demonstration slaughter slabs and abattoirs cited as well designed (SAP no. 101171). UNIDO's hands on direct interaction with producers is seen as an asset. Other strengths of UNIDO are the international teams UNIDO puts together, with individuals having a broad exposure to many countries. Stakeholders can also benefit from UNIDO's global networks as for example the UNIDO Leather Panel.⁴¹ Many stakeholders recognized UNIDO's industrial sector expertise such as the Confederation of Tanzania Industries (CTI), the Tanzania Chamber of Commerce, Industry and

⁴¹ <http://leatherpanel.org>

Agriculture (TCCIA), the National Bureau of Statistics (NBS), the National Planning Commission, and various ministries.

Third, UNIDO is also seen as a competent capacity building. For example the support provided to the NBS has helped the institution to conduct the census of industrial production and the annual surveys of industrial production (SAP no. 109028). UNIDO can facilitate the transfer of appropriate expertise. For example, UNIDO organised for the staff of the Business and Property Registration Authority (BPRA) and for the Business Registration and Licensing Agency (BRELA) a visit to Vietnam to learn how the Vietnam's business registration agency operates (SAP no. 120288). Similarly, UNIDO organised a study tour to Indonesia to learn about small hydro power (SAP no. 100261). In the same vein, UNIDO secured expertise from Ethiopia who trained TEMDO in collaboration with VETA in constructing an oil refinery, which is currently in use by entrepreneurs. Three others have been manufactured and are in use. Such examples demonstrate UNIDO promotion of south-south collaboration. Furthermore, UNIDO supports the development of consultancy skills of selected institutions like the Tanzania Engineering and Manufacturing Design Organization (TEMDO) in Arusha enabling these institutions to expand its services to their clients and enhance self-reliance (SAP no. 102175).

Weaknesses

At times, the UNIDO interventions are seen as too technical not sufficiently taking into account local context and needs.⁴² For example on Zanzibar, UNIDO promoted the use of cook stoves using ethanol (SAP no. 150208). However, it turned out the cook stoves were too expensive for poor families to purchase. Another example addressed by a stakeholder relates to the leather sector and the questions to what extent young people are motivated to work in the leather sector. Another example relates to the Business Information Centre (BIC) established at the Zanzibar National Chamber of Commerce, Industry and Agriculture (ZNCCIA) (SAP no. 102209). The Centre has been established. However, usage of the BIC by intended target beneficiaries (entrepreneurs/SMEs) is low due to lack of appreciation of the value of information to help grow businesses.

Some UNIDO projects are also standardised and not always sufficiently allowing national needs to be taken into account. These interventions are *perceived* as being top down driven. An example mentioned was the SME policy review which apparently was largely conducted by UNIDO headquarters (SAP no. 120288).

The overall portfolio appears to have rather high transaction costs for project management. The approximately 20 ongoing projects are implemented with over 50 main stakeholders in 9 regions. Tanzania being a large country, this requires a lot of efforts in terms of project implementation and monitoring.

⁴² The analysis of the political economy of a country in how decisions are made, how politics influences project implementation, etc. is essential. Projects do not take place in a vacuum and they have to take into account vested interests, resistance to change, political influences and motivation etc. Stakeholder analysis can be a good starting point.

A more general weakness relates to UNIDO's limited availability of own resources which can be programmed freely to achieve UNIDO's own mandate. UNIDO depends on third party funding. In Tanzania these were in the past five years mainly the GEF and the UN One Fund which financed together over 84% of the UNIDO activities. This not only creates a certain dependency, it also limits UNIDO's ability to develop a coherent and focussed country programme. Contrary to some other development partners, in particular bilateral agencies, UNIDO cannot plan with a predefined financial envelop. Being part of the UNDP, UNIDO is at least part of a joint UN resource mobilisation strategy adhering to a common country framework.

Last but not least, many projects do not specifically plan for scaling-up. As seen above, several projects end with producing a report without further follow-up. As an example, stakeholders viewed the results of waste management projects "Cleaner Production for Green Industry" (SAP no.'s 100165 and 104180), mostly as paper work. They referred to the example of the large sanitary landfill project being constructed in Zanzibar with World Bank funding and expressed their views that UNIDO should plan its projects in conjunction with funding agencies.

Monitoring, reporting and evaluation

The portfolio analysis shows that the availability of project-specific design and monitoring & evaluation documentation is quite limited (Figure 25 and Figure 26). In particular, the evaluation team was challenged to identify the necessary monitoring data. The monitoring of activities is ad-hoc rather than systematic in nature. The availability of project progress reports is scattered and only two project evaluation reports were conducted in five years (for SAP no.'s 102175 and 100261).

Monitoring and reporting was stronger for the GEF-funded interventions. Accessing monitoring data for the UNDP funded projects is more difficult. While UNIDO projects are included in the UNDP annual reports, the reports do not allow for easy attribution to UNIDO, as the annual reports present results more as UN results (Delivering as One) rather than as agency specific results. Similarly, the UNDP Results Monitoring System⁴³ serves the UN needs more than the UNIDO needs.

What is also impeding on monitoring is the fact that for several projects, no project documents are available. This is mainly the case for projects funded under the UN One Fund. UNIDO's 'Country Programme of Technical Cooperation with the United Republic of Tanzania 2011-2015' which de facto serve as a project document. Projects are implemented on the basis of annual work plans only.

Finally, the evaluation team noted that rather than the steering committee, which was envisaged in the UNIDO country programme document, UNDP programme management and accountability architecture was applied, i.e. the Joint Government and UN Steering Committee (JSC); the UN Country Management Team (UNCMT); the Inter-Agency Programme Committee (IAPC/POMT), etc. UNIDO participated in programme working groups and programme management committees. In addition, steering committees were established for some projects like TIUMP.

⁴³ <https://dad.synisys.com/undaprms>

Figure 25. Availability of project-specific design and M&E documentation⁴⁴

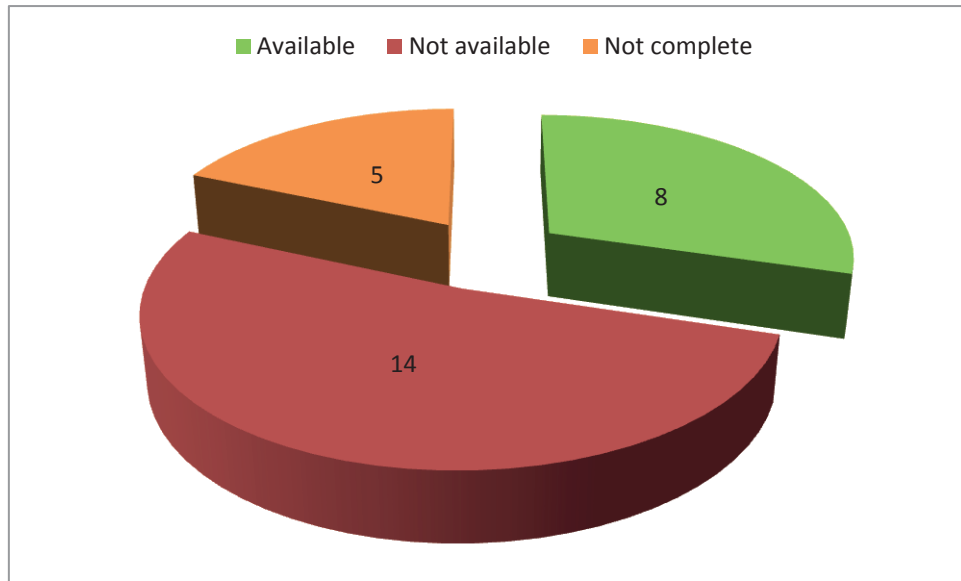
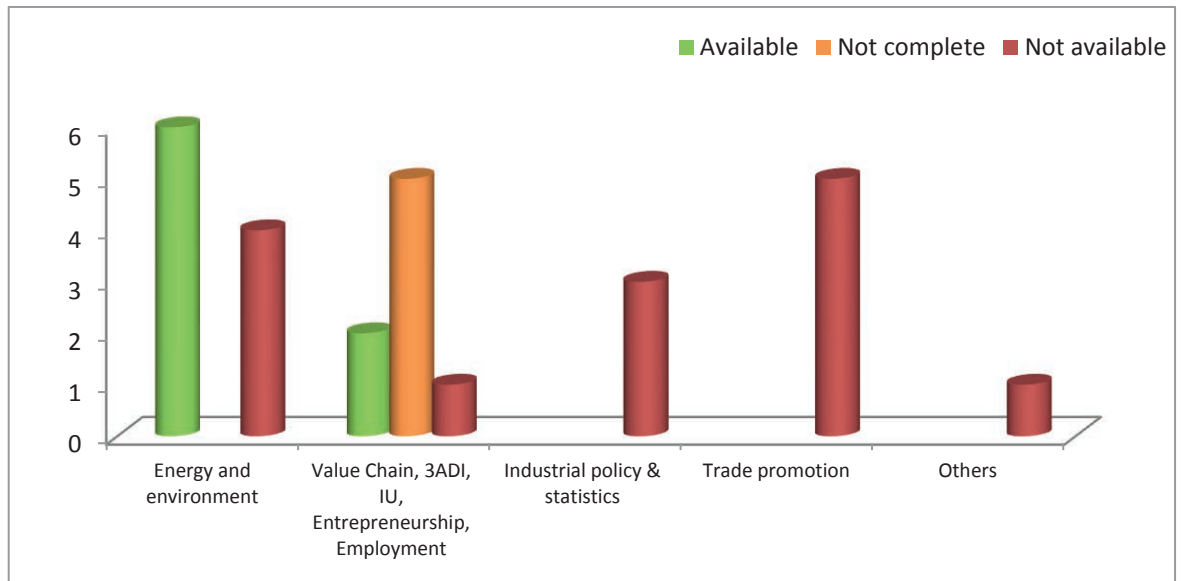


Figure 26. Availability of project-specific design and M&E documentation, by cluster⁴⁵



5.5.2 UNIDO country office capacity

Finding 13: *In general, the support provided by the UNIDO country office is seen as adequate, although the monitoring of projects is somewhat limited. Although the absence of a UNIDO Representative is not seen as a problem for daily activities, it poses a significant challenge for UNIDO's visibility and high level dialogue with the Government as well for the conceptual leadership across the project portfolio.*

⁴⁴ Source: Evaluation team

⁴⁵ Source: Evaluation team

The UNIDO country office – based in the UN House in Dar es Salaam - has three UNIDO staff members. Currently, there is no UNIDO Representative and the office is managed by a National Programme Officer. Officially, the UN Resident Coordinator is the UNIDO Representative a.i. The UNIDO country office hosts several project staff like for example from the GEF projects or the SPX project.

UNIDO has no staff in the Joint UN Office on Zanzibar, which is missed by the Government of Zanzibar as well as by the UN team in Zanzibar.

The regular UNIDO staff in the country office is mainly responsible for coordinating the entire UNIDO portfolio, interacting with the Government, participating in the One UN, coordinating with UNDP funded projects and providing logistical and administrative support to project managers from UNIDO headquarters and project staff. Project staff is mainly responsible for the implementation and monitoring of projects which is being done jointly with the project managers at UNIDO headquarters.

Generally, UNIDO headquarters staff expressed satisfaction with the support from the country office. Highlighted were the logistical support and the establishment of contacts with the Government.

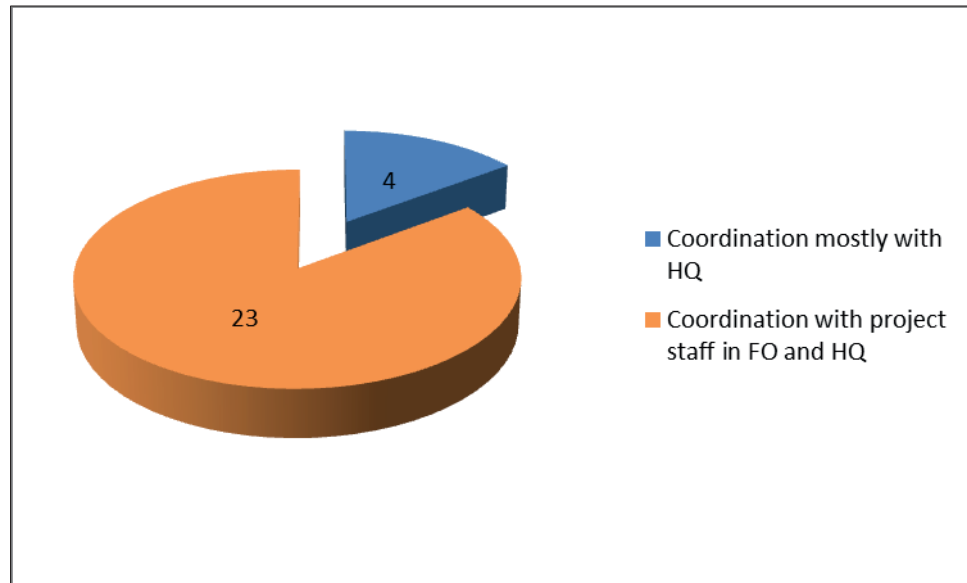
Government stakeholders (Mainland) also generally expressed satisfaction and appreciation for the collaboration with and support by the country office. The collaboration between the country office and the Government in the area of strengthening the Government's analytical capacity was particularly highlighted. This collaboration is greatly facilitated by geographical vicinity and very engaged staff interaction.

An issue raised by several interviewees related to the coordination between the country office, project personnel and UNIDO headquarters. The portfolio analysis showed that that some project personnel operate independently from the country office and that the country office is not always adequately informed by project personnel and/or UNIDO headquarters about project activities which can create awkward situations vis-à-vis the Government (

Figure 27). This, at times gives the impression of 'MANY UNIDOS', which is somewhat at odds with the ONE UN reform.

Management from headquarters was also seen as time-consuming micro-management with too much control and decision-making taking place at UNIDO headquarters (e.g. related to payments). Overall, interviews suggested a need for a stronger and more proactive management role from the UNIDO country office.

Figure 27. Project coordination⁴⁶



The availability of project monitoring data was another challenge. The evaluation team had difficulties in accessing project related monitoring data. Information was scattered in progress reports (not systematic) and in the UNDAP monitoring system. A comprehensive overview was not available. However, this was a shared responsibility between the country office, project staff and project management at UNIDO headquarters.

Some interviewees also suggested that the country office did not have a very strong network to national stakeholders. This claim, however, was not supported by the evaluation team's experience. The country office had no major difficulties in arranging meetings for the evaluation team at adequate levels.

The most controversial issue raised by many interviewees is the absence of a UNIDO Representative. Overall, stakeholders were puzzled about the long absence of a UNIDO Representative. However, views diverge regarding the consequences of the absence. While some expressed the view that the absence of a UNIDO Representative is not seen as a problem, in particular not for daily activities, others saw the absence of a UNIDO Representative as a challenge for UNIDO's visibility and high level dialogue with the Government as well as for the conceptual leadership across the project portfolio. The limited synergies between projects can be partly attributed to this lack of leadership across the project portfolio. It was suggested that improved synergies, linkages and cooperation among projects might be enhanced by a stronger leadership and coordination. An enhanced higher level supervision might foster improved team work aimed at attaining common goals.

⁴⁶ Source: Evaluation team

The evaluation team understands that UNIDO has recently initiated the recruitment process to select and appoint a UNIDO Representative, and thus it appears that UNIDO is taking steps to end the period without an UNIDO Representative and the related opportunity cost that this absence had entailed.⁴⁷

5.5.3 Relations with government and other key stakeholders

***Finding 14:** Overall, the Government (Mainland and Zanzibar) is very satisfied with the collaboration with UNIDO. UNIDO is seen as a trusted, long-term partner. With a few exceptions, also non-government stakeholders are satisfied with the relations with UNIDO. The technical expertise provided by UNIDO is greatly valued. Critical is the occasional top-down approach from UNIDO headquarters.*

Interviews with central government bodies revealed a very positive picture. All ministries and bureaus interviewed for this evaluation were very positive when it came to the relations with UNIDO and the UNIDO country office in particular. At the same time, one senior Government representative observed that UNIDO's contribution to achieving government policy objectives around industrialisation should be enlarged. It was stated that UNIDO had implemented many small-scale projects where the impact was not always clear. The Ministry of Industry Trade and Investment was very enthusiastic on the Dodoma cluster development (SAP no. 102175 – Industrial Upgrading and Modernization project), as it aligned with the national policy to lessen dependence on expensive, imported palm oil.

The relations to the Ministry of Agriculture, Livestock and Fisheries appeared somewhat less close compared with the UNIDO relations with other ministries as was evident by the limited knowledge of UNIDO activities by the staff responsible for agro-processing and machinery. This can be partly attributed to changes in the Government, i.e. the merger of the Ministry of Agriculture Food Security and Cooperatives and the Ministry of Livestock and Fisheries Development. In addition, staff - familiar with UNIDO - retired recently and replacements have not been communicated to UNIDO.

At times, the relation was mainly with project staff and less with the UNIDO country office (e.g. GEF projects). Relations were also partly tested because of confusion between responsibilities of UNIDO country office, project personnel and UNIDO headquarters.

Non-government stakeholders were largely satisfied with the relations with UNIDO. In particular the technical expertise provided by UNIDO was appreciated. A few partners perceived the collaboration with UNIDO as somewhat top-down, driven by UNIDO headquarters with limited flexibility to take into account domestic needs.

⁴⁷ A vacancy announcement was published on 14 July 2016: UNIDO Representative, United Republic of Tanzania P-5 – VA2016_P_INT_000096.

5.5.4 UNIDO's visibility in Tanzania

***Finding 15:** UNIDO's visibility in Tanzania has benefitted from the United Nations Tanzania Delivering as One initiative. Occasionally, UNIDO also attracted the interest of the media. However, overall visibility of UNIDO in Tanzania is limited. Main constraints are lack of a flagship project, the absence of a UNIDO Representative and strong competition with other development partners. Many stakeholders expect and encourage UNIDO to have a higher profile with regard to industrial development in future.*

A major factor contributing to UNIDO's visibility is being part of the United Nations Tanzania Delivering as One. Having One communication strategy is one of five pillars of the Delivering as One reform. The so called 'One Voice' enhances UN coordination, capacity and impact in the area of communication. With a Delivering as One communication strategy, the UN interagency Communication Group supports the ability of the country team to 'Communicate as One'. As a result, UNIDO is for example included in UN publications like the *Voices from the Field (2016)*, or the *Tanzania in Transition: A Developing Story (2016)*. Being part of the UNDP and the UNDP annual reports also contributes to UNIDO's visibility.

The UNIDO country office contributes to UNIDO visibility with its own initiatives. For example in 2014, UNIDO was represented in the National Exhibition of SabaSaba, which stimulated interest of UNIDO's work in the country. UNIDO has also conducted interviews with news sources, like an interview with the UNIDO Representative in The Guardian (2013). UNIDO was also in the news on other occasions (see Box 8).

UNIDO is also given credit in a number of key Government publications like the *Census of Industrial Production 2013* or the *Tanzania Industrial Competitiveness Report 2015*. Publications issued jointly with national stakeholders also add the UNIDO's visibility, like the *Tanzania Investor Survey 2014* issued jointly with the Tanzania Investment Centre.

UNIDO's support to Industry Support Organisations (ISOs) like the Central Zone Sunflower Oil Processors' Association in Dodoma, the DIT -Mwanza Campus, the Tanzania Engineering and Manufacturing Design Organization (TEMDO) in Arusha, or the Small Hydropower Centre at the College of Engineering and Technology at the University of Dar es Salaam contributed to some extent to UNIDO's visibility, although limited to rather small constituencies.

However, interviews with UNIDO and other stakeholders suggests there is scope to strengthen UNIDO's visibility in particular by communicating and disseminating

Box 8: Press clipping - example

DIT conducts leather e-engineering courses

By SEBASTIAN MRINDOKO

CONTRIBUTION of leather industry to the economy is set to grow following an introduction of e-learning in footwear pattern engineering to Small and Medium Enterprises (SMEs), institutions and organisations by the Dar es Salaam Institute of Technology (DIT).

The patterns of skills required to be employed in modern leather products manufacturing are continuously changing, as well as the institutional structures around them, thus calling for flexible specialised high-level training.

This was unveiled yesterday in Dar es Salaam by the Head-DIT Mwanza Campus, Dr Albert Mmari, at the workshop to enable participants access on line the footwear pattern materials to be used for designing different types of footwear.

"Imparting new skills and technology in footwear making

will enhance efficiency and quality of the products at international standards," he said.

Apart from exposing SMEs to other opportunities in the leather industry he said with e-learning, they can access markets for other leather products globally. Additionally, he said DIT is in the process of establishing leather product laboratory that will ensure leather products are of global standards.

The e-learning training programme, he said, is being coordinated by the DIT Mwanza Campus, facilitated by the United Nations Industrial Development Organisation (UNIDO) as well as the Leather Association of Tanzania (LAT).

"More than 260 SMEs from the mainland and Zanzibar have already been trained on footwear and related courses," he noted, adding that, "Demand for the training was still very high due to the huge potentials available in the leather industry."

Source: Daily News, 20 June 2014

UNIDO results achieved. Key stakeholders have limited knowledge about UNIDO's activities in Tanzania (Mainland and Zanzibar). For example, UNIDO's support to the National Bureau of Statistics is not well known and not sufficiently visible. According to UN representatives, UN agencies are generally poor in communicating results, with the exception of UNICEF which has a strong communication team in Tanzania.

UNIDO's visibility is also hampered by to the many relatively small projects in many different areas and the lack of a flagship project which would facilitate communication and visibility. But even smaller projects, in particular the demonstration projects, would benefit from more visibility in order to accelerate the uptake of new technologies in Tanzania (multiplier effect).

Some interviewees also suggest that the absence of a UNIDO Representative may have negative consequence on visibility.

Given the new National Five Year Development Plan 2016/17 – 2020/21 with the main focus on *Nurturing Industrialization for Economic Transformation and Human Development*, many stakeholders expect and encourage UNIDO to have a higher profile with regard to industrial development, in concert with the UN country team. The evaluation team found a lot of goodwill among national and UN stakeholders in support of a more visible UNIDO.

Last but not least one has to acknowledge some generic limitations with regard to UNIDO's visibility. Tanzania is a large country with many development partners competing for visibility. Moreover, UNIDO does not have a monopoly on areas such as supporting SME development, trade promotion or value chain development. Many actors are active in areas like value-chain development or renewable energy. According to one interviewee, there are at least 20 major development partners active in value chain-development.

5.6 UNIDO and the UN Tanzania Delivering as One (DaO) reform

***Finding 16:** Given the relatively small size of UNIDO, the participation in the Delivering as One reform was adequate. UNIDO is a small but solid performing/good citizen member of the UN family. The One Fund was an important funding source for UNIDO and UNIDO contributed to the formulation and implementation of UNDAP I.*

Since 2007, the United Nations in Tanzania is implementing the Delivering as One (DaO) reform. The Delivering as One reform has five pillars (Box 9).

UN country team

UNIDO is an active member of the UN country team. UNIDO actively participates in UN meetings and working groups. For example, UNIDO participated in the Environment Programme Working Group of UNDAP.

The Joint UN Office in Zanzibar is well informed about UNIDO activities thanks to

regular exchanges with the UNIDO office staff (Mainland) as well as UNIDO project staff. However, the fact that UNIDO does not have liaison officer in the Joint UN Office is regretted.

Box 9: United Nations Tanzania – Delivering as One (DaO)

The five pillars of the Delivering as One reform:

- 1) The **One UN Programme** approach involves collaboration between UN agencies and partners, requiring joint work plans, joint budgets and defining common results. From July 2011-June 2015, the UN in Tanzania was operating under a single business plan: the UN Development Assistance Plan (UNDAP). The plan captures the entire range of activities supported by the UN system in Tanzania.
- 2) The **One Fund** intends to finance – at least partly – the implementation of the UNDAP.
- 3) The **One Office** agenda focuses on harmonizing business processes and developing common services for all UN agencies. It also includes a common UN House (co-location) in Dar es Salaam (partly realized) and Zanzibar (fully realized).
- 4) **One Leader** refers to the empowerment of the UN Resident Coordinator to lead the UN Country Team.
- 5) The **One Voice** component of the reform enhances UN coordination, capacity and impact in the area of communication.

Source: UN Tanzania website.

One Programme

UNIDO participated fully in the United Nations Development Assistance Plan (UNDAP I, 2011-2015). In fact, the UNIDO Country Programme is building entirely on UNDAP I. Consequently, UNIDO has added value to the implementation of the UNDAP, in particular of cluster 1 *Economic Growth and Poverty Reduction*, which includes environment and climate change. The added value was highlighted during interviewees with UN agency representatives. Also, the evaluation of the UNDAP in 2015 found several examples of UNIDO having added value to the UNDAP, e.g. in the leather sector.⁴⁸

Although a relatively small UN agency, UNIDO's technical expertise mostly in the industrial development sector has added value to UNDAP I. For example the TIUMP project (SAP no. 102175) contributed to the implementation of the UNDAP by supporting specific agro-processors not supported by other UN agencies (e.g. sunflower seeds processors). UNIDO also built on and created synergies with its other projects funded by sources other than the One Fund like the project 'SECO-Tourism market access for horticultural products' (SAP no. 120104, funded by Switzerland).

UNIDO has also brought some innovations like for example the pilot internship programme as part of the Joint Programme on Youth Employment (SAP no. 150054).

⁴⁸ Evaluation of Tanzania UNDAP 2011-2016 - Final Report, United Nations Tanzania, (2015), p.22.

UNIDO interventions under UNDAP supporting renewable energy (SAP no. 103176), despite the limited resources, added value to the enhancement of meat industry by incorporating the utilization of biogas for electricity production. The evaluation team also found less positive examples. UNIDO's interventions supporting UNDAP's 'environment and climate change' related to waste management lacked resources and remained at the level of feasibility analyses, thus adding limited value. The limitation in UNIDO value addition under UNDAP waste management projects could be attributed to the complicated coordination among UN agencies in this group and to the fact that UNDP got the majority of the funding.

One Fund

The One Fund was important source of funding for UNIDO during the past five years. The One Fund financed 11 projects (35% of UNIDO budget). In addition, five projects were co-financed by the One Fund and the UNIDO regular budget. The UNIDO country office was instrumental in fundraising through the One Fund. However, financing through the One Fund also created some challenges. First, availability of funding led to funding driven development of projects. Second, financial tranches were highly fragmented and unpredictable depending on the donor contribution to the One Fund. This made it rather difficult – if not impossible - for project managers to plan ahead. For the future, it will be important for UNIDO to also make financial commitments to the implementation of UNDAP II – even if at a modest level - in order to further underline its full commitment and engagement.⁴⁹

Joint projects

UNIDO implemented several projects jointly with other UN agencies. There is for example a good collaboration between ILO, FAO, UN Women and UNIDO in the Swedish funded UN Joint Programme on Youth Employment (with different components implemented under projects with SAP nos. 150054, 100348, 109028, 100228 and 102175). (Box 10).

A second example is the Tanzania UN Trade Cluster – SECO involving ILO, UNCTAD, ITC and UNIDO under coordination of UNOPS. One of the collaborations in that projects is between FAO and UNIDO in the TIUMP (SAP no. 102175). While FAO is focussing on producers of sunflower (i.e. farmers), UNIDO is supporting the sunflower seeds processors. This appears to be a reasonable division of labour. A third example relates to the sea weed value chain project (SAP no. 120113 - Regional - 3ADI PPP) in which UNIDO cooperates with FAO, IFAD and the AfDB as core partners. Finally, UNIDO collaborates with UNEP in capacity building/training regarding Stockholm Convention related legislation (SAP 104063).

⁴⁹ At the time of the evaluation mission, there was some miscommunication between ILO and UNIDO regarding UNIDO's financial commitment to the planned new Joint Programme on Youth Employment Tanzania.

Box 10: United Nations Joint Programme on Youth Employment Tanzania



Source: Flyer - United Nations Joint Programme on Youth Employment Tanzania.

6. Overall ratings of evaluation criteria

Based on the findings, the evaluation team has rated the evaluation criteria (Table 6).

Table 6: Overall ratings of evaluation criteria

Criteria	Findings	Evaluators' rating
Relevance	<p>Finding 1: UNIDO's activities in Tanzania are well aligned with national priorities and UNDAP 2011-2015. Industrial development has always been a long-term goal for the Government. However, it has now taken centre stage for the coming five years. The outlook of the country has at the same time changed and what was relevant in the past may not be relevant enough in the future.</p> <p>Finding 2: UNIDO plays many roles in Tanzania ranging from being an expert and capacity builder, to being a catalyst and modernizer of industries, to being an advocate for environmentally friendly industrial development. UNIDO is not a funding agency but much more an implementing agency. While each role has merits, the main role of UNIDO in Tanzania is not clear and UNIDO's profile is not very sharp.</p> <p>Finding 3: Views among stakeholders diverge significantly with regard to UNIDO's comparative advantage vis-à-vis other development partners. A consensus emerges only around the notion of UNIDO being the only UN agency with a clear focus on industrial development being in a position to share experience from other countries on industrial development. UNIDO's advantage is seen in its experience in collaborating closely with producers at the sector level and its ability to introduce appropriate technologies.</p>	satisfactory

Criteria	Findings	Evaluators' rating
Effectiveness	<p>Finding 4: Projects in the 1st cluster depict varying degrees of achievement of results. The most notable successful intervention is the strengthening of the analytical technical capacity of the National Bureau of Statistics (NBS) and staff of the Ministry of Industry, Trade and Investment (MITI).</p> <p>Finding 5: It appears from the available data that all projects in the 2nd cluster had either achieved their intended results or were on track to achieve them. However, data is incomplete. With some exceptions, for the projects funded by the UN One Fund there are no project documents available which clearly stated expected results for UNIDO and it is therefore unclear if all results have or will be achieved.</p> <p>Finding 6: Results in GEF-funded projects were clearly identified at the design stage and it can be concluded that they had been achieved or were likely to be achieved. The results of projects funded from the One Fund were identified in a more generic manner, some achievements could be identified, though.</p> <p>Finding 7: Several examples demonstrate that there is potential for synergies between different UNIDO projects. However, overall there are limited synergies between the different UNIDO projects. Reasons are the conception of the projects as individual unrelated interventions, funding uncertainties or structural issues. This led to rather isolated projects, fragmented geographically, thematically and institutionally, lending themselves to limited synergies.</p>	satisfactory
Long-term benefits and changes (impact and sustainability)	<p>Finding 8: Overall, there is a reasonably strong ownership among stakeholders of the UNIDO supported activities. In some cases, however, the ownership is limited because of perceived rather rigid, top-down implementation.</p> <p>Finding 9: Long term benefits of UNIDO projects can be found at macro, meso and micro level. There are also examples of potential multiplier effects. The outreach at the micro level to end beneficiaries is generally rather small. At times, the socio-economic context limits the impact of UNIDO interventions.</p> <p>Finding 10: There are no explicit theories of change used in the UNIDO Country Programme. Instead, the Country Programme is using logframes, which are also used at the project level. The absence of theories of change might have contributed to weakening the coherence of the interventions, the limited synergies and limited anticipation of socio-economic challenges.</p>	moderately satisfactory
Gender and youth	<p>Finding 11: While there are many references to gender and youth in the UNDP/UNIDO Country Programme, at the project level gender and youth are not fully mainstreamed. Youth receives even less attention compared to the gender dimension. However, it can be assumed that the UNIDO projects benefit men and women equally and to a limited extent also the young population.</p>	moderately unsatisfactory

Criteria	Findings	Evaluators' rating
Implementation	<p>Findings 12: UNIDO's implementation strengths are the trusted long-term engagement, its wide industrial expertise and strong capacity building efforts. Weakness are – at times - too technical and too standardized interventions with insufficient context analysis and limited local ownership, high transaction cost and limited results monitoring data.</p> <p>Finding 13: In general, the support provided by the UNIDO country office is seen as adequate, although the monitoring of projects is somewhat limited. Although the absence of a UNIDO Representative is not seen as a problem for daily activities, it poses a significant challenge for UNIDO's visibility and high level dialogue with the Government as well for the conceptual leadership across the project portfolio.</p> <p>Finding 14: Overall, the Government (Mainland and Zanzibar) is very satisfied with the collaboration with UNIDO. UNIDO is seen as a trusted, long-term partner. With a few exceptions, also non-government stakeholders are satisfied with the relations with UNIDO. The technical expertise provided by UNIDO is greatly valued. Critical is the occasional top-down approach from UNIDO headquarters.</p> <p>Finding 15: UNIDO's visibility in Tanzania has benefitted from the United Nations Tanzania Delivering as One initiative. Occasionally, UNIDO also attracted the interest of the media. However, overall visibility of UNIDO in Tanzania is limited. Main constraints are lack of a flagship project, the absence of a UNIDO Representative and strong competition with other development partners. Many stakeholders expect and encourage UNIDO to have a higher profile with regard to industrial development in future.</p>	moderately satisfactory
UNIDO and DaO	<p>Finding 16: Given the relatively small size of UNIDO, the participation in the Delivering as One reform was adequate. UNIDO is a small but solid performing/good citizen member of the UN family. The One Fund was an important funding source for UNIDO and UNIDO contributed to the formulation and implementation of UNDAP I.</p>	highly satisfactory
Overall rating		Satisfactory
<p>Rating scale: Highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory, highly unsatisfactory</p>		

7. Conclusions

UNIDO in Tanzania – window of opportunity

The nature of UNIDO in Tanzania can be characterised as primarily being an implementing agency of priorities of other actors, in particular the Government, the UN country team through the UNDAP or the Global Environment Facility (GEF). UNIDO projects are driven largely by funding and do not follow an overarching logic. Fund raising is largely conducted at individual project level on an ongoing basis.⁵⁰ The consequence is that UNIDO implements individual rather isolated projects with limited synergies. As such, the UNIDO country programme in Tanzania is more an aggregation of separate projects rather than an overall strategic programme organized in a set of coherent projects.

UNIDO has distinct 'assets' in particular significant goodwill among key national stakeholders. UNIDO is a trusted partner and valued as an international organisation which can bring global industrialisation experience to the table. Nevertheless, continuance of this standing is not a given. The Government has ambitious plans for the industrialisation of Tanzania as expressed in the new Five Year Development Plan 2016/17-2020/21. *'Nurturing Industrialization for Economic Transformation and Human Development'*. The Government is looking to UNIDO to assist the Government in implementing the FYDP II in the context of the UNDAP II which is fully aligned with the FYDP II.

As the UN agency with the mandate of industrial development, UNIDO can potentially play a significant role. But UNIDO does not have a monopoly on a good number of areas where many other development partners and private sector entities are already engaged or ready to step in. UNIDO must seize the occasion. If UNIDO continues with the rather isolated, small-scale project approach, its contribution to the industrial development of Tanzania may not be significant enough. UNIDO risks losing its competitive position and credibility as a key partner. UNIDO needs a more strategic approach beyond the project approach. The question is: What should be UNIDO's main role in Tanzania?

⁵⁰ The CP 2011-2016 was formulated when some projects were already ongoing, others were in the pipeline and several were to be funded from the One Fund. Also, as always, new projects came in after the approval of the CP.

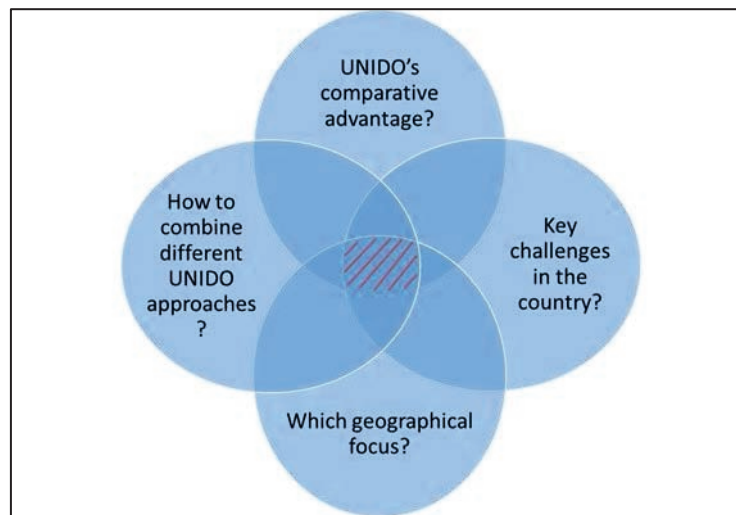
Towards a strategic role of UNIDO in Tanzania

Four questions can guide UNIDO in defining its strategic role in Tanzania:

- 1) What is UNIDO's comparative advantage?
- 2) What is the key challenge in the country for UNIDO to focus on?
- 3) Is there a way for UNIDO to have more geographical focus?
- 4) Is there a way to combine the different UNIDO approaches

The four questions must be answered in parallel and the 'overlapping' responses can help UNIDO in defining its role in Tanzania (Figure 28: Defining UNIDO's role in Tanzania).

Figure 28: Defining UNIDO's role in Tanzania



Source: Evaluation team.

1) What is UNIDO's comparative advantage?

As shown in the findings section of this report, UNIDO plays many roles in Tanzania and its comparative advantage vis-à-vis other development partners is not so obvious. However, UNIDO is the only UN agency with a clear mandate on industrial development being in a position to share experience from other countries on industrial development. This evaluation team is of the view that UNIDO should first and foremost focus on the bigger picture at the macro level and support MITI – as a trusted, long-term partner - in implementing the new FYDP II. The guiding question: what are the lessons from other countries when pushing industrialization? How did other countries upgrade and modernize their industries? These questions are also raised in the new FYDP II. The Plan makes for example reference to China and its industrialization programme called '*The Great Leap Forward*' which led the country to its industrial

transformation.⁵¹ We believe that UNIDO has a comparative advantage to answer these questions, in particular with regard to international experience in implementing industrial development policies, transferring of know-how and introducing appropriate technologies. Another practical comparative advantage of UNIDO is that staff are not only members of an international organisation, but often have significant global experience in their technical area – not only is this unusual in many other UN agencies and in particular in the wider donor community, it allows UNIDO staff to engage and dialogue with national government staff in a way that is not always possible for other development stakeholders.

Thinking about comparative advantages also includes to identify areas of comparative *disadvantage*. UNIDO is for example not an NGO and should not do NGO work, e.g. developing micro business like hand-made soap.⁵² UNIDO is also not a funding agency, and its comparative advantage cannot be its financial weight. Furthermore, some UNIDO advantages can potentially turn into disadvantages. For instance, high technical specialization at sector level can lead to standard types of interventions. The findings do raise some points for reflection related to UNIDO's flexibility and adaptability in today's fast changing industrial world. UNIDO needs to keep an open mind to regularly adapt its interventions to latest developments. Finally, the variety of UNIDO's expertise can also lead to fragmentation of interventions to cover the broad palette of technical expertise in the various industrial sectors in which expertise is available.

2) *What is the key challenge in the country for UNIDO to focus on?*

The evaluation team is of the view that UNIDO should focus on employment, in particular youth employment. It is estimated that around 11.7% of the young population (15-35 years) is unemployed. Additional 12% are estimated to be underemployed. With a median age of 17.5 years, the young population is growing rapidly. Job creation for the youth is an objective of the FYDP II and in line with the SDG 9 target to significantly raise industry's share of employment. Employment in general and youth employment in particular are priorities in UNDAF II. UNIDO should focus on supporting labour intensive sectors which are competitive and have a growth and job creation potential.

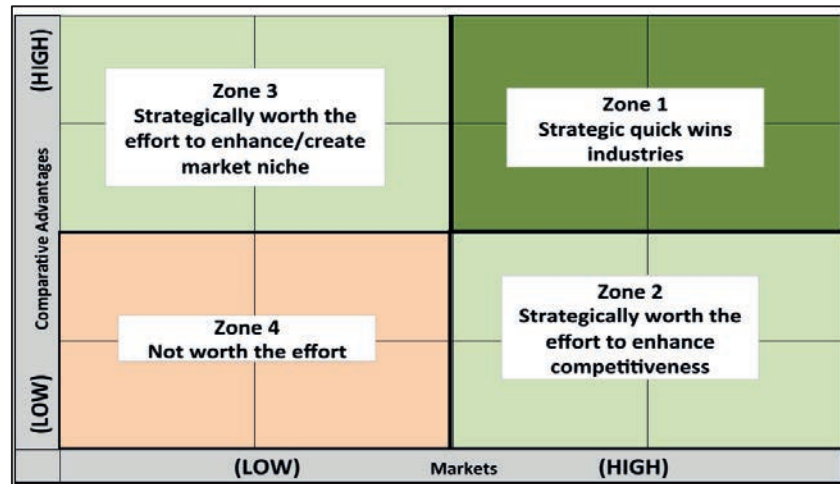
In the new FYDP II, the Government has established a methodology in order to group products along both Tanzania's comparative advantage and world demand (Figure 29). For example, products where both Tanzania's comparative advantage and world demand are growing are in Zone 1 '*strategic quick wins industries*'. Such products include cashew nuts, cereals, cocoa beans, coconuts, sesame seeds, oil seeds, gold and precious stones. Besides the commodities, tourism is also considered in this group. While the extractive industries may be particularly promising, the challenge is to create jobs for youth.

⁵¹ National Five Year Development Plan 2016/17 – 2020/21 - Nurturing Industrialization for Economic Transformation and Human Development, Ministry of Finance and Planning, (2016), p.32.

⁵² As witnessed in the ZTBI.

In any case, below matrix can serve MITI and UNIDO to identify sectors which UNIDO could support.

Figure 29: Scenarios of Tanzania’s Industries and Export Specialization



Source: National Five Year Development Plan 2016/17 – 2020/21, p.44.

3) Is there a way for UNIDO to have more geographical focus?

Being largely funding driven, it is very challenging for UNIDO to have a clear strategic geographical focus. Furthermore, Tanzania is a large country and in order to realize synergies between projects and to reduce operating costs (e.g. staff time, travel cost), a more geographically focused portfolio would be desirable. UNIDO should – in consultation with the Government - attempt to reduce the number of regions it operates in.

UNDAP II also offers an opportunity to have more geographical focus and collaboration with the other UN agencies active in the same regions as an ‘area-based programming’ is being encouraged.

4) Is there a way to combine the different UNIDO approaches?

UNIDO has many ‘tools’ (or approaches) in its ‘toolbox’. For example, COMFAR and the conceptualized *industrial upgrading and modernisation*. Similarly, UNIDO has standardized a *subcontracting and partnership exchange (SPX) programme*. Most recently, UNIDO has tested *internships* in Tanzania. These approaches are largely used in isolation and with limited synergies. The evaluation team is of the view that there is scope to combine the different UNIDO approaches. Why not, for example, explore ways to combine above mentioned examples?

Need to scale up

UNIDO must find a ways to reach significantly more beneficiaries. In a country with close to 50 million inhabitants, reaching a few dozens or even a few hundred beneficiaries is no longer sufficient. Given the limited own resources of UNIDO, this is

of course easier said than done. The evaluation team suggests that as a first step, UNIDO clarifies its so called 'catalytic role'. Our assessment from desk research and stakeholder interviews was that no coherence understanding appears to exist within UNIDO as to i) what this catalytic role refers to; and ii) how UNIDO organises itself to consistently play this catalytic role. A simple first step in fleshing out this potential source of comparative advantage could be to start working from a simple typology of catalyst outcomes (e.g. policy – programme – project - stakeholders etc.) and start reflecting and developing clear UNIDO strategies and tools to deliver such catalytic outcomes.

Thus, UNIDO must better explain and plan how its pilot or demonstration projects – if successful - can be replicated and scaled-up. It is essential that already at the planning and design stage of projects, the mechanism for replication and scaling-up is included. For example, will the scaling up be done by UNIDO, using 3rd party financing or will it be done by partners? Ideally, partners willing to replicate are already on board. If partners are not yet on board, a mapping of potential stakeholders should be considered, including assumptions and risks of stakeholders willing and in a position to scale-up successful pilots.

Low visibility

UNIDO's visibility in Tanzania is limited as described in the findings. The evaluation team is of the view, that UNIDO requires a flagship project to boost its visibility. A flagship project would help to sharpen UNIDO's profile and image in Tanzania and it would allow stakeholders to know what UNIDO stands for. More visibility and a sharper more prominent profile may also help in raising funds. There is still a lot of aid money in Tanzania which can also be used to bring in UNIDO's experience to Tanzania. How could a flagship project look like? One approach would be to help boost one sector or even one product. UNIDO should set an ambitious target: in four years, exports of product x will grow at a two-digit rate annually.

UNDAP II with UNIDO

UNIDO has benefitted financially and in terms of visibility from being part of the UN Delivering as One reform. UNIDO has also contributed to the implementation of the UNDAP I in collaboration with other UN agencies. UNIDO should continue to play an active role as a member of the UN country team. UNDAP II offers another opportunity. UNIDO should aim at having the leadership role with regard to industrial development and aim at the highest possible synergies with other UN agencies, in particular – but not exclusively - with ILO, FAO, IFAD and UN Women. The new joint programme on youth employment as part of UNDAP II will offer an important opportunity. However, funding of UNDAP II is uncertain and it is highly uncertain if UNIDO will benefit from the One Fund as it did during UNDAP I. In addition, the funding mechanism for projects funded from the One Fund is unsatisfactory in terms of predictability. The conclusion is that UNIDO must continue to do its own fundraising (in coordination with the Office of the UN Resident Coordinator).

8. Recommendations

1. Support the Ministry of Industry in implementing the new FYDP.

UNIDO is in a good position to raise the level of support and collaboration with MITI (Mainland) and zMTIM (Zanzibar) aiming at meeting their high expectations. At the heart of the collaboration should be the implementation, monitoring and evaluation of the new FYDP II. UNIDO is the only UN agency with a clear focus on industrial development and it is a position to share experience from other countries on how to leap forward in the industrial transformation.

2. Reduce project fragmentation.

UNIDO should – in consultation with the Government - attempt to reduce the number of sectors and regions in which it operates, and rather focus on a lower number of larger projects and programmes. While many sectors and regions merit support, there should be a trade-off between sectoral and regional coverage on the one hand and being able to achieve significant results on the other hand.

3. Set ambitious targets.

While UNIDO should reduce fragmentation, it should set ambitious targets in the sectors in which it operates. For example, UNIDO should aim at contributing to increasing the exports of product x by a two-digit annual growth rate thereby helping to create 10,000 additional jobs over an eight year period.⁵³ All efforts should aim at achieving this overall target. Setting ambitious targets has an additional advantage: it creates a UNIDO flagship programme. A flagship programme gives UNIDO a clear profile and visibility. Moreover, a clear value proposition (10,000 jobs) will most probably attract donor funding.

4. Scale-up.

Together with reducing project fragmentation and setting ambitious targets, there should be the scaling up of activities. UNIDO should reach out to other public and private actors to explore scaling-up opportunities to reach a completely different level in terms of number of beneficiaries. While not easy, UNIDO should in planning stage plan future scaling-up of demonstration projects incorporating plans for replication by other actors. The scaling-up is not only relevant for the industrial upgrading and modernisation programmes but also for energy and environment related activities.

⁵³ While it is clear that one actor alone cannot be held accountable for achieving results at the impact level (there are too many factors which ca not be controlled), an agency like UNIDO can make a significant contribution to the development of an industrial sector with a comprehensive set of interventions at the macro, meso and micro level. It potentially also requires large amounts of investments which UNIDO can help mobilize.

5. Combine the different UNIDO approaches to create synergies.

A reduction on one or two sectors (or products) offers the opportunity to use all UNIDO 'tools' for the same priority. This will create synergies i.e. several projects producing a combined effect greater than the sum of their separate effects. For example, particularly promising are combining of efforts in the industrial modernisation on the one hand and energy and environment on the other hand. Theory of change analysis may help identify synergies. Synergies must be considered during the inception of the programme. The lead should be with the Africa Programme at headquarters.

6. Focus on youth employment.

While it is up to the Government to decide what it wishes UNIDO to focus on, the evaluation team recommends focusing UNIDO's support on employment, in particular youth employment. Job creation for the youth is an objective of the FYDP II and a priority in UNDAP II. Last but not least youth employment is in line with the *SDG 9 target* to significantly raise industry's share of employment. UNIDO should focus on supporting labour intensive sectors which are competitive and have a growth potential. The selection of the sectors should be done jointly with the Government.

7. Continue to play an active role in UNDAP II.

UNIDO should continue to play an active role as a member of the UN country team and in implementing UNDAP II. UNIDO should aim at having the leadership role with regard to industrial development and aim at the highest possible synergies. UNIDO must expand its own fundraising, in coordination with the Office of the UN Resident Coordinator.

8. Consider a PCP for Tanzania.

Several of above mentioned recommendations like the aiming at a large-scale impact and the selection of priority sectors can be summarized as: do not continue with business as usual. The recommendations propose a new type of collaboration between UNIDO and the Government of Tanzania. The recommendations are largely in line with the main feature of the new model currently tested in three countries⁵⁴: the Programme for Country Partnerships (PCP). This new model should be considered also for Tanzania. The country context and the UNIDO position and window of opportunity would probably favour this new model of collaboration.

9. Appoint a dynamic UNIDO representative.

The window of opportunity requires a strong UNIDO presence in Tanzania. The recently started selection process for a new UNIDO Representative should be

⁵⁴ Senegal, Ethiopia, Peru.

completed without delay. The job will be demanding and requires a high level of experience in industrial development and strong communication skills. It requires a dynamic personality which can inspire others.

10. Consider high level visit by UNIDO.

In order to strengthen the partnership between the Government of Tanzania and UNIDO, UNIDO could consider a high-level visit. This would not only be a strong gesture vis-à-vis the government but also send a strong message to other development partners. This country has embarked on a path of industrial transformation and UNIDO is willing to contribute its share.

Annex 1. Terms of Reference

TERMS OF REFERENCE
FOR THE
INDEPENDENT COUNTRY EVALUATION
IN THE
UNITED REPUBLIC OF TANZANIA
(Period covered: 2011-2015)

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I. INTRODUCTION AND BACKGROUND

Under the general provisions of UNIDO Evaluation Policy, the Independent Evaluation Division (ODG/EVQ/IEV) of the United Nations Industrial Development Organization (UNIDO) conducts evaluations at country level (CE). The main objectives of a CE is to assess the utility of the Organization's work to the Member Country; the consistency, harmonisation and alignment of UNIDO's interventions with United Nations efforts and national priorities; and to support the development of new country programmes.

ODG/EVQ/IEV seeks to conduct CEs with strong involvement of the country's Government and other relevant national counterparts. The "Independent Joint In-Depth Evaluation of the Integrated Industrial Development Programme for Capacity-Building to Enhance Industrial Competitiveness and Sustainability in Tanzania, With Emphasis On SMEs and Agro Industries", was performed in 2003 in close cooperation with the Government of the United Republic of Tanzania. An "Independent UNIDO Country Evaluation of United Republic of Tanzania" was performed in 2010 with the participation of a national evaluation consultant.

The present independent CE of UNIDO's interventions in Tanzania was proposed by the Africa Bureau, included in the Work Programme for 2016/2017 of the Independent Evaluation Division (ODG/EVQ/IEV) and approved by the Executive Board. The evaluation is particularly relevant as the current CP is coming to an end, along the first phase of United Nations Development Assistance Plan (UNDAP I), and a five year UNDAP II (2016/17-2020/21) is being formulated. A new CP will also be formulated. The evaluation will be a forward-looking exercise, drawing lessons from the current CP and identifying areas for improvement in the next CP to enhance the relevance and effectiveness of UNIDO interventions in Tanzania.

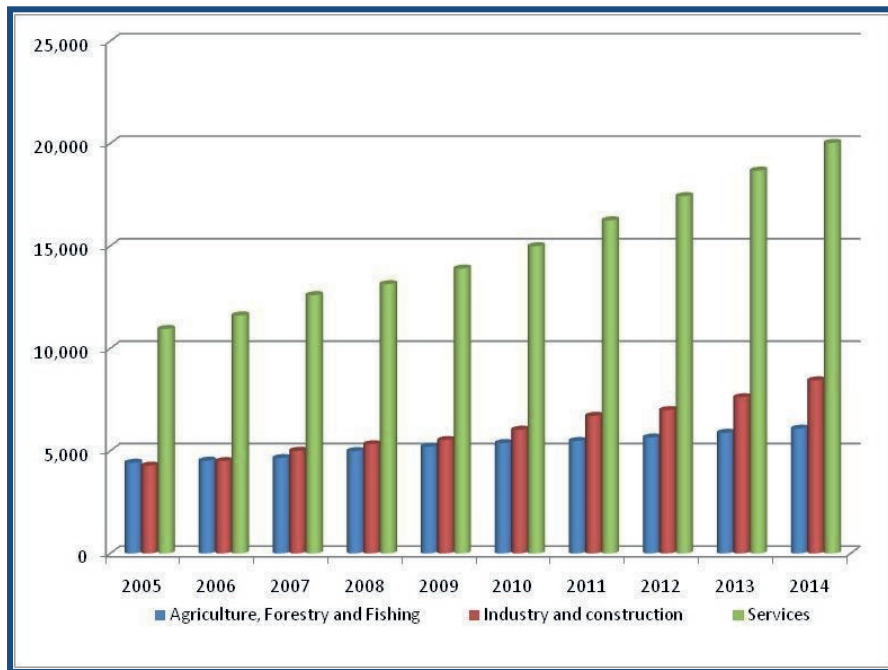
II. NATIONAL CONTEXT

The economy

Tanzania is amongst the least developed countries (LDCs) in Africa, with approximately a third of its population estimated as living below the basic needs poverty line. Nearly 70 percent of the Tanzanians lives in the rural areas and are engaged mainly in the agricultural sector, which is predominantly subsistence. Poverty levels are also higher in the rural than urban areas.

During 2005-2014 added value GDP by kind of economic activity at constant (2007) prices grew at an average annual growth rate of approximately 7 percent, from nearly 20,730 TShs Billion to slightly over 30,000 TShs Billion. This growth was in all of the three broad sectors of agriculture, forestry and fishing; industry and construction and services.

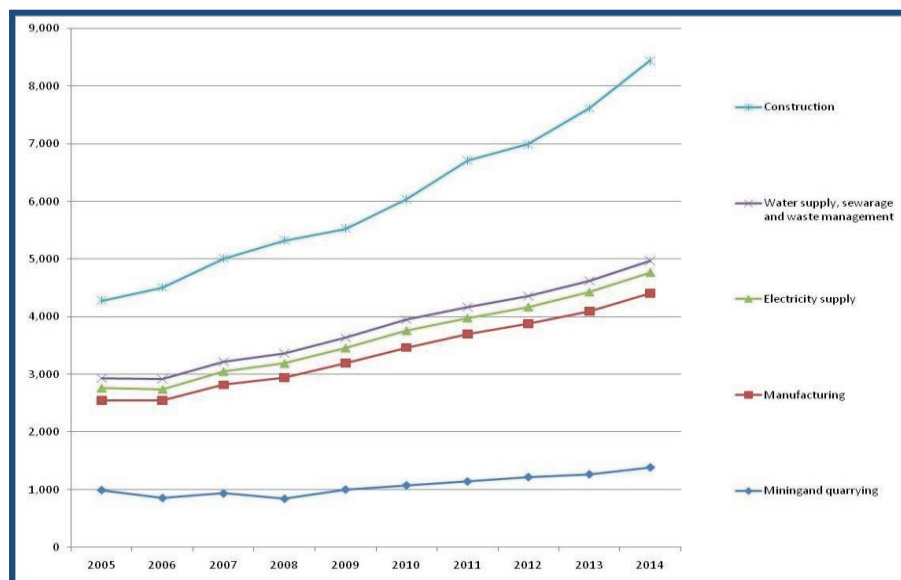
However, as depicted in Figure 1, contribution of the services sector was always higher, at 56 percent of the added value GDP in 2005, and growing both much faster and steadily during the ten year period to 59 percent contribution in 2014. During the same period contribution of the agriculture, forestry and fishing sector declined from 23 percent to 18 percent while that of industry and construction increased modestly from 22 percent to 25 percent.



Source: Bank of Tanzania, June 2015

Figure 14. GDP (TShs Billion) by kind of economic activity at constant 2007 prices, Tanzania mainland

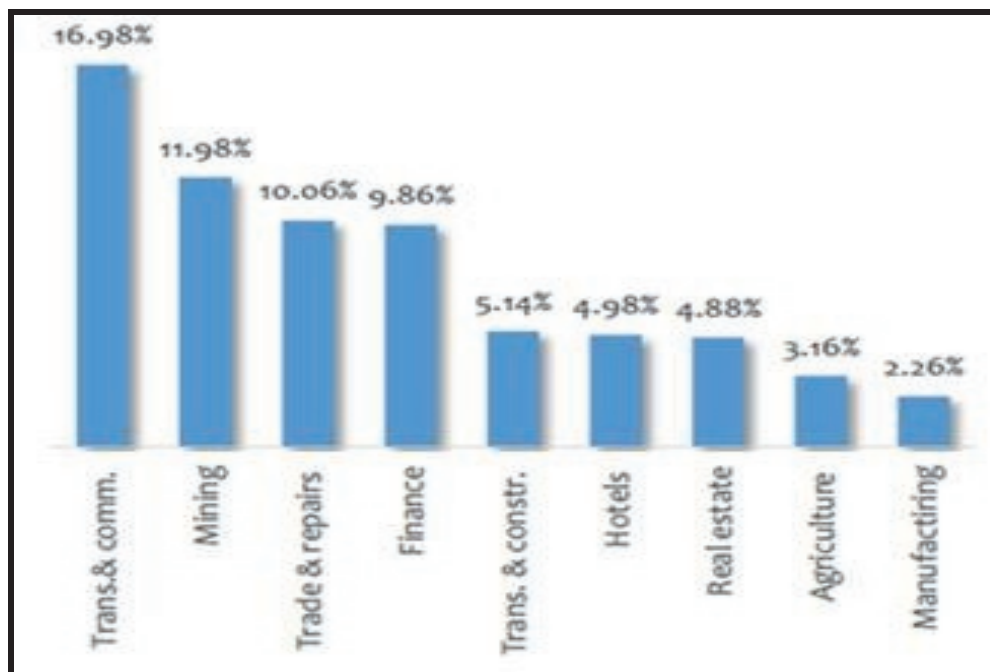
Figure 2 elaborates the growth of added value GDP for the industry and construction sector. It shows that for the entire analysis period contribution of construction has been high and growing fast. The contribution of manufacturing has been below those of the water supply, sewerage and waste management and electricity supply although the three subsectors were growing at rates which are relatively the same.



Source: Bank of Tanzania

Figure 15. GDP (TShs Billion) for the industry and construction sector at constant 2007 prices, Tanzania mainland

GDP growth for Zanzibar is shown in Figure 3. The figure reveals that during the period 2009-2013 growth rates varied among the sectors, that of the transport and communications being highest at 16.98 percent and that of manufacturing being the lowest at 2.26 percent.



Source: Office of the Government Chief Statistician, Zanzibar

Figure 16. Growth rates in value addition GDP for Zanzibar, 2009-2013

It can be concluded from Figures 1, 2 and 3 that the recorded economic improvements are largely urban in nature and based in a small number of capital-intensive fast growing sectors with limited linkages to the rest of the economy, particularly agriculture.

National development goals and implementation frameworks

Development of Tanzania is guided by **Development Visions**, one being the Tanzania Development Vision 2025 for the mainland and the Zanzibar Vision 2020 for Zanzibar. Both visions have, among others, a common objective of having competitive, diversified and semi industrialized economies with a substantial industrial sector comparable to typical middle income countries, and with sustained growth for the benefit of all people by the target years.

Tanzania Development Vision 2025 is implemented through the Tanzania Long-term Perspective Plan (TLPP, 2011-2025). In turn, the TLPP is implemented through strategies and plans including the first and second generations of the Tanzania National Strategy for Growth and Reduction of Poverty (the Kiswahili acronym being MKUKUTA) implemented during 2005/06-2009/10 and 2010/11-2014/15, respectively, and the First Five Year Development Plans (FYDP I), implemented during 2011/12 - 2015/16. The Second Five Year Development Plan (FYDP II), which will be implemented from 2016/17 to 2020/21, is being formulated. While the focus of the FYDP I was *Unleashing Tanzania's Latent Growth Potential*, that of the FYDP II is *Nurturing an Industrial Economy*. The focus of the Third FYDP (2021/22-2025/26) will be *Realizing Competitiveness-Export-Led Growth*.

Zanzibar Vision 2020 is implemented through a series of development strategies of which the first and second were the Zanzibar Strategy for Growth and Reduction of Poverty (the Kiswahili acronym is MKUZA), with MKUZA I implemented during 2007/08-2010/11 and MKUZA II during 2011/12-2015/16. A MKUZA II successor strategy, for 2016/17-2020/21 is being prepared.

III. UNIDO IN TANZANIA

The history of UNIDO in Tanzania dates back to 1965. It is one of over 25 UN agencies which are currently supporting the United Republic of Tanzania to realize and attain its development goals.

UNIDO is also a member of the Tanzania Development Partners Group (DPG) which is a body coordinating the support of the Development Partners to the United Republic of Tanzania. The DPG comprises 16 bilateral and five multilateral agencies (UN counted as one) that have all agreed on a Joint Assistance Strategy (JAST, 2006). The JAST outlines common principles of partnership between Government and development partners, including the UN and is also adhered to by the One Programme of the UN.

The Tanzania Integrated Programmes and the Joint Programmes

In recent years, UNIDO implemented the first Tanzanian Integrated Programme (IP) between 1998 and 2003, which focused on Small and Medium Enterprises (SMEs) development in priority sub-sectors, promotion of investment and enhanced mechanisms for private-public dialogue. It was succeeded by a second IP (2004-2007), which primarily aimed at improving capacity for agro processing. During 2007/8-2010/11, UNIDO implemented its Country Programme within the framework of the first phase of UN Delivering as One (DaO) being piloted by eight countries including Tanzania.

During that period, DaO in Tanzania consisted of twelve Joint Programmes (JPs) out of which UNIDO participated in the following five:

- JP 1: Wealth creation, employment and economic empowerment
- JP 5: Capacity Building Support to Zanzibar
- JP 6.1: Managing Transition from Humanitarian Assistance to Sustainable Development in Northwestern Tanzania
- JP 10: Education
- JP 11: Environment and climate change

The United Nations Development Assistance Plan

The UN Joint Programmes were succeeded by the United Nations Development Assistance Plan (UNDAP) 2011/12-2014/15 (extended by one year to 2015/16), which intended to capture the entire range of activities supported by the UN system in Tanzania. The UNDAP provides a collective, coherent and strategically focused plan aligned to national priorities articulated in the poverty reduction strategies for Mainland Tanzania and Zanzibar (MKUKUTA II and MKUZA II, 2010-15) and encompasses the national response to the Millennium Development Goals, key sector planning and policy documents, and the current humanitarian situation. UNDAP is nationally executed under the overall co-ordination of Joint Government and UN Steering Committee and implemented through ten inter-agency Programme Working Groups (PWGs). UN agencies are accountable for agreed agency-specific results and targets established in the PWG work plans. UNIDO is participating in two PWGs of UNDAP namely (i) Economic Growth and (ii) Environment and Energy.

The UNIDO Country Programme of Technical Cooperation (CP)

The UNIDO Country Programme of Technical Cooperation with the United Republic of Tanzania 2011-2015 was developed to elaborate on participation of UNIDO in the United Nations Development Assistance Plan (UNDAP), which intended to capture the entire range of activities

supported by the UN system in Tanzania. This joint business plan of the UN agencies and government, initially planned for implementation for four years from 2011/12 to 2014/15, was extended by one year to 2015/16.

The focus of UNIDO has the overall objective of supporting pro-poor economic growth through promotion of a competitive export-oriented private sector with particular attention to small scale enterprises with an agro-industry orientation. The Country Programme aims at building the capacity of relevant national institutions from both the public and private sector to achieve the above objective. The support is built on three components implemented through several integrated projects and sub projects. The CP components are (1) Industrial Policy and Statistics Support, (2) Enterprises, Competitiveness, Investment and Trade, and (3) Energy and Environment. While the first two components were organized under the Economic Growth Programme Working Group (EG-PWG) of UNDAP, the last one was incorporated in the Energy and Environment Programme Working Group (EE-PWG).

The projects and sub projects composing the CP 2011-2015

At its formulation, the CP was envisaged to consist of eleven (11) projects/sub projects organized under the three Country Programme components are presented in Table 7.

Table 7. Projects composing the CP at its formulation in 2011

CP Component	Project/sub projects		SAP ID No.
Industrial Policy and Statistics Support	Industrial Policy Capacity Building in URT		100348
	SME Policy Review		120288
	Industrial Statistics Capacity Building in URT		109028
Enterprises, Competitiveness, Investment and Trade,	Investment Promotion (including SPX)		102208
	Value Chain Development (3ADI)	Red meat and Cashew nut	101185
			101171
		Leather	100228
	Business Information Centers Development		102209
	Industrial Upgrading and Modernization		102175
Trade Capacity Building		100028	
Energy and Environment	Renewable Energy for Rural Productivity		103176
	Cleaner Production for Green Industry		104180

In the course of implementation, new projects and sub projects were created or formulated, including two for coordinating the projects under each of the two UNDAP Programme Working Groups in which UNIDO is participating. Other new projects, and the Country Programme components in which they were incorporated, are presented in Table 8.

Table 8. Projects which were formulated and incorporated in the CP later

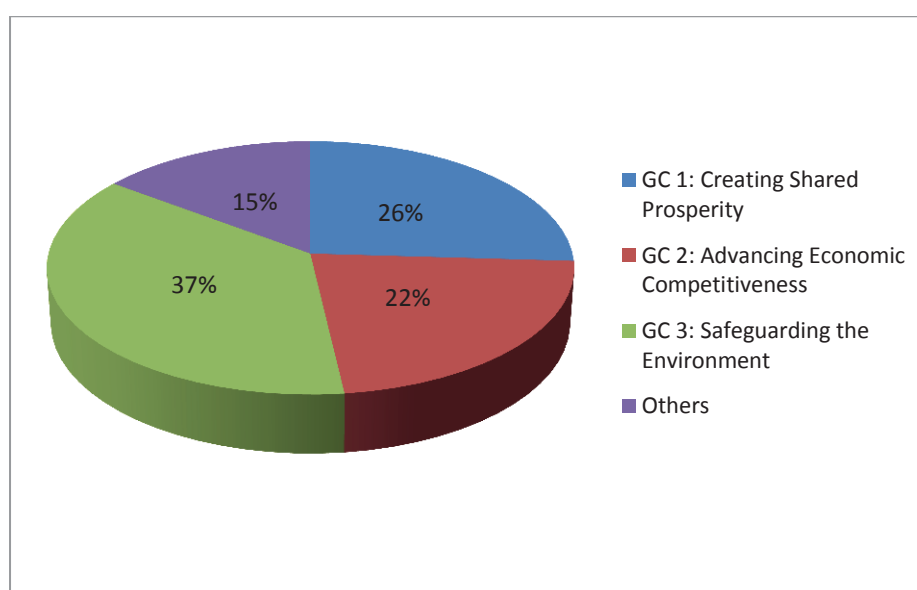
CP Component	Project/sub projects	SAP ID No.
Industrial Policy and Statistics Support	Tanzania National System of Innovation	120302
Enterprises, Competitiveness,	Tanzania UN Trade Cluster – SECO	120104
	Entrepreneurship Education	120576

CP Component	Project/sub projects	SAP ID No.
Investment and Trade,	Enhancing Youth Employability in URT ⁵⁵	150054
Energy and Environment	Small Hydropower Mini Grids to Augment Rural Electrification in Tanzania	100261
	Promotion of Waste to Energy Application in Agro-industries in Tanzania	120319 140077
Coordination	Coordination of projects in EG PWG of UNDAP	107142
	Coordination of projects in EE PWG of UNDAP	100304

In addition to the above, a number of other national, regional and global projects were formulated with components for implementation in Tanzania, but were not incorporated in the CP and therefore not captured in the UNDAP framework. Such projects and their SAP ID numbers include, inter alia, the following:

- PA-3ADI and AfriPANet Investment Project (120340)
- Strengthening Institutional Capacities for Industrial Policy in the EAC (140229)
- Strengthening Local Medicine Production in Developing and Least Developed Countries (Phase 5) (140292, linked to 120117).

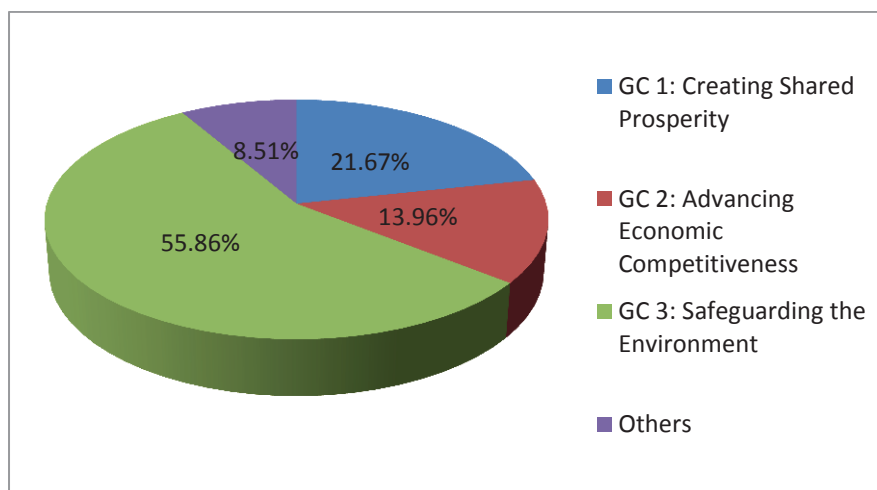
The full list of projects encompassed by the country evaluation, together with the disbursements so far, is shown in Table 12 in Attachment 1, i.e. 20 ongoing and 7 operationally completed projects in total. Figure 17 and Figure 18 present the distribution of projects and budgets by thematic priority, i.e. Creating Shared Prosperity, Advancing Economic Competitiveness and Safeguarding the Environment. Table 9 presents budget and expenditures by project status and thematic priority.



Source: UNIDO Open Data Platform, beta, 11 March 2016

Figure 17. Percentage of projects by thematic priority

⁵⁵ This project is a component of a UN Joint Programme on Youth Employment in which other three (3) UN agencies namely FAO, ILO and UN Women and the RCO are participating. For UNIDO, interventions under the Joint Programme on Youth Employment were incorporated in previously existing four (4) projects/sub projects with SAP Nos. 100348, 109028, 100228 and 102175 and a new one with SAP No. 150054.



Source: UNIDO Open Data Platform, beta, 11 March 2016

Figure 18. Budget distribution by thematic priority

Table 9. Budgets and expenditures by status and thematic priority

Project status	Expenditures	Budget
Completed	1,337,963	1,359,368
GC 1: Creating Shared Prosperity	385,988	367,562
GC 3: Safeguarding the Environment	608,437	648,268
Others	343,538	343,538
Operational	11,718,723	19,156,002
GC 1: Creating Shared Prosperity	2,986,046	4,077,993
GC 2: Advancing Economic Competitiveness	2,713,180	2,864,572
GC 3: Safeguarding the Environment	4,956,775	10,811,013
Others	1,062,722	1,402,424
Grand Total	13,056,686	20,515,370

Source: UNIDO Open Data Platform, beta, 11 March 2016

Human Resources for implementing the CP 2011-2015 and other country projects

The CP and other country projects are implemented jointly by human resources based in Tanzania and at UNIDO headquarters in Vienna, playing different roles. The FO staff plays a major role in mobilizing the in-country finances, managing some projects/subprojects as Project Managers and Allotment Holders and coordinating the CP in general. Staffs at headquarters are responsible for mobilizing resources from outside Tanzania, they become Project Managers and Allotment Holders who plan and monitor utilization of funds they are allocated, and are also responsible for incorporation of the CP in the entire UNIDO programme.

Until 2011, the UNIDO Field Office in Tanzania had three established positions for UNIDO Representative (UR), an Administrative Secretary (AS) and a driver. A fourth established position for a National Programme Officer (NPO) was created and filled in 2012. The UR who was in place prior to formulation of the CP was transferred by end of November 2014 and that position is yet to be filled. The position of the NPO has been filled since its creation and the AS has been in place prior to the current CP to-date. Since the falling vacant of a position of the driver in 2014, the driver has been being hired on short term contracts.

While the UR is assisted by the NPO in coordinating the programme portfolio of the FO, the UR is assisted by the Head of the Finance Unit and the AS on financial and administrative matters.

In implementing the CP and other projects, short and long term national and international consultants are hired under specific projects. In this regard, the number of consultants fluctuates from time to time. The consultants, furthermore, can be based within the FO or are housed in the premises of some implementing partners. At times a consult was hired to assist in coordinating the programme component on Zanzibar, and was located in the UN Sub-Office from which several UN agencies are operating. However, the last contract on that position ended in 2013.

Mobilization and management of financial resources for implementing the CP 2011-2015

Three sources of funds were envisaged at the formulation of the CP, and in line with the UNDAP: UNIDO's own funds (core funding), donor funding mobilized by UNIDO (non-core funding) and funds mobilized jointly by the UN Country Management Team (CMT) through the UN Resident Coordinator's Office (RCO) (One Fund). The original total budget of the CP was approximately USD 12,870,000 with contributions from the expected three sources being USD 520,000 (core funding), USD 3,500,000 (non-core funding) and USD 8,850,000 (One Fund), as shown in Table 10 in Attachment 1.

All funds, on becoming available, are disbursed to UNIDO headquarters then the amount to be used in Tanzania are usually channeled through UNDP or directly from headquarters to vendors and service providers. Funds for payment of goods and services obtained from outside Tanzania are paid directly from the UNIDO headquarters.

Additional financial resources which became available in the course of implementation of the CP are approximately USD 12,624,540, shown in Table 11 in Attachment 1. It should, however, be noted that the timeframe for some of the projects formulated after the CP extends beyond June 2016.

Table 12 in Attachment 1 shows disbursements and expenditure up to 11 March 2016 for all projects ongoing or completed up to that date, clustered around thematic priorities.

Status of implementation of the CP

Implementation of the projects composing up the CP is still ongoing, with various levels of achievements recorded. Project documentation typifies results in the following general categories:

- Main activities included conducting technical studies, assessments and diagnoses, developing institutional capacities, preparing specialized training/awareness raising materials and their delivery and supporting the development of infrastructure for selected beneficiaries.
- Outputs encompass technical reports and related documents; functional structures established in some institutions; improved skills of staff in targeted institutions, targeted enterprises and public in general and infrastructure being developed or completed in some locations.
- Typical outcomes are improved knowledge shared and better informed decisions; improved performance of relevant institutions, targeted enterprises and beneficiaries.

The evaluation is expected to validate and quantify the results achieved, namely outputs and outcomes.

Implementation arrangements

UNIDO supported interventions are being implemented in several locations both in Tanzania Mainland and Zanzibar. While ministries and public institutions are the key partners in implementing upstream interventions, UNIDO is collaborating with several other agencies and private sector entities in implementing a range of downward interventions mainly in the regions of Iringa, Mbeya, Mtwara and Lindi (3ADI), Arusha, Kilimanjaro, Dodoma, Dar es Salaam and Coast (SECO and TIUMP), Ruvuma, Njmbe, Arusha and Morogoro (Small Hydropower Mini Grids).

Industrial and SME Development policies:

- Ministry of Industry and Trade (MIT), Tanzania Mainland.
- Ministry of Trade Industry and Marketing (MTIM), Zanzibar.

Statistics support:

- National Bureau of Statistics (NBS), Dar es Salaam.
- Office of the Chief Government Statistician (OGCS), Zanzibar.

Energy:

Ministry of Energy and Minerals.

Environment:

- Vice President's Office, Tanzania Mainland.
- Vice President's Office, Zanzibar.

Investment Promotion:

- The Tanzania Investment Centre (TIC), Dar es Salaam

Employment:

- Ministry of Empowerment Social Welfare Youth Women and Children, Zanzibar
- Ministry of Labour and Employment, Tanzania Mainland.

UNIDO is also collaborating with the academia and research institutes including the University of Dar es Salaam, the Dar es Salaam Institute of Technology (DIT), Karume Institute of Science and Technology (KIST), the Commission of Science and Technology (COSTECH), the Tanzania Industrial Research Organization (TIRDO) and the Tanzania Engineering and Manufacturing Design Organization (TEMDO).

Other key partners include the Small Industries Development Organization (SIDO), the Tanzania Chamber of Commerce Industry and Agriculture (TCCIA), the Zanzibar National Chamber of Commerce Industry and Agriculture (ZNCCIA), the Rural Energy Agency (REA), the Tanzania Meat Board (TMB) and the Confederation of Tanzania Industries (CTI).

IV. PURPOSE OF THE EVALUATION

The evaluation is particularly relevant as the current CP 2011-2015 is coming to an end, along the first phase of the United Nations Development Assistance Plan (UNDAP I). The CE will be a forward-looking exercise, informing on the added value of CP and other UNIDO interventions in enhancing achievement of intended results, drawing lessons from the current CP and identifying areas for improvement. The lessons will be fed into the formulation of UNIDO's next CP, which will elaborate the contribution and participation of UNIDO in UNDAP II, to enhance the relevance and effectiveness of future UNIDO interventions in Tanzania. Formulation of UNDAP II, to be implemented within the Delivering as One UN (DaO) initiative during July 2016 to June 2021, is ongoing.

The country evaluation exercise has the following main purposes:

- To assess the relevance of UNIDO interventions, their alignment to the Tanzania's national and UNDAP development priorities (MKUKUTA II and MKUZA II, the FYDP I, MDGs, etc.) and the level of national ownership of the CP.
- To assess the progress made towards achieving the results envisaged in the UNIDO projects and programme(s) documents, and the contributors to success or lack thereof.
- To provide an assessment of UNIDO's positioning in Tanzania and the value added by UNIDO in response to national needs and the One UN agenda.

- To assess UNIDO's contribution to the One UN mechanisms.
- To assess the performance of the Field Office in the implementation of the CP.
- To assess how the potential opportunities for synergies and linkages, as well as the cooperation between different projects within the CP, were exploited for increased magnitude of results/impact of the CP.
- To generate key findings, draw lessons and provide a set of clear and forward-looking recommendations for consideration in the formulation and implementation of the next country programme.

V. EVALUATION SCOPE AND FOCUS

The CE is not intended as a mere compilation of individual project evaluations but will consider synergies and complementarities between projects. It will include an assessment of the design and implementation of the programme as a whole with regard to:

- strategic objectives,
- geographic priorities,
- subsector focus,
- collaboration with and role of partner institutions and
- programme management and coordination.

The evaluation will cover the full range of support of UNIDO to Tanzania irrespective of the source of funding in the period starting with the beginning of the current CP and UNDP and consider all ongoing, pipeline and completed projects. In consideration of the broad range of implementing partners and the geographical locations where activities are taking place, the evaluation approach will be defined during the inception period with a view to ensuring that the evaluation questions defined in this ToR are appropriately answered.

The following general considerations will apply to determine the scope, focus and approach to the evaluation:

- a) The evaluation will be utilization-focused and will consider clusters of projects attending to thematic priorities, "harvesting" outcomes, whether or not previously stated at the design stage, to enable evaluators and stakeholders to identify, formulate, verify, and make sense of outcomes achieved or likely to be achieved to which the project contributed, and establish relationships of cause-effect.
- b) In order to provide information on areas for improvement, the CE will have a formative approach and will consider key aspects that determine the likelihood of outcomes to materialize, e.g. adequate involvement of key stakeholders and beneficiaries, appropriate identification of assumptions and risks and how they were managed.
- c) The evaluation will provide an aggregated view of the performance of the portfolio, based on a systematic rating system for design quality and implementation performance of individual projects.

Mid-term and terminal project evaluations are conducted as required by UNIDO Technical Cooperation Guidelines. The only ongoing project in Tanzania for which a mandatory mid-term evaluation was conducted is "Industrial Upgrading and Modernization Programme" (SAP ID No. 102175). The evaluation report will be used as an input to the CP evaluation.

A mid-term review of the Small Hydropower Mini Grids to Augment Rural Electrification in Tanzania project was conducted in January 2015.

An independent terminal evaluation of UNIDO project "Mini-Grids Based on Small Hydropower Sources to Augment Rural Electrification", UNIDO project number GFURT12001, SAP ID 100261, GEF ID 4004, is planned for the second semester of 2016.

The corresponding evaluation reports will also be used as inputs for the CE as available.

VI. KEY EVALUATION QUESTIONS AND ISSUES

The overall questions to be addressed by the evaluation are the following:

- The extent to which UNIDO interventions in Tanzania were relevant to the country and to UNIDO's mandate;
- What was achieved (what were the outcomes in quantitative terms) resulting from the interventions, to what extent the interventions achieved the intended outcomes and impact and were sustainable;
- The extent to which UNIDO interventions were consistently articulated and logically structured among themselves and with interventions of other agencies in the CP; to what extent the various thematic areas supplemented/reinforced each other to achieve national targets;
- What are the factors that have facilitated or impeded the achievement of objectives.

A. Programme/project evaluation criteria and cross-cutting issues

In general, the CE will consider the DAC Criteria (relevance, efficiency, effectiveness, sustainability, impact). In addition, specific evaluation criteria, cross-cutting issues (e.g. contribution to gender equality, environmental sustainability and fostering South-South cooperation) and the UN programming principals will be mainstreamed in the evaluation of the Country Programme, individual projects, the One UN and the field office performance.

A.1. Programme/project formulation and design

The extent to which:

- A participatory programme/project formulation process was instrumental in selecting problem areas and counterparts requiring technical cooperation support;
- The programme/project has clear focused development objectives, within a clear results framework, the attainment of which can be determined by a set of verifiable indicators;
- The various thematic areas supplemented / reinforced each other to achieve national targets; and
- The programme of UNIDO interventions was consistently articulated and logically structured, also with interventions of other agencies in the CP.
- The project/programme was formulated based on the logical framework approach.

A.2. Programme/project implementation performance

Relevance

The extent to which UNIDO interventions address:

- The development challenges facing the country;
- National and international development priorities (MKUKUTA, MKUZA, FYDP I, MDGs, etc);
- UNIDO's strategic priorities (Programme and Budget, Medium Term Strategic Framework, etc.);
- The needs of target groups and UNIDO's counterparts.

Efficiency

The extent to which:

- The quality of UNIDO services (expertise, training, equipment, methodologies, etc.) was as planned and led to the production of outputs;

- The activities were undertaken as planned;
- The resources and inputs were converted to outputs in a timely and cost-effective manner;
- The same results could have been achieved in another, more cost-effective manner;

Effectiveness

The extent to which:

- Stated objectives were achieved;
- Coordination amongst and within components of the programme lead to synergy effects (benefits and drawbacks) and/or to the production of outputs;
- Changing circumstances during implementation (for example the Big Results Now initiative, which was introduced in 2013) were accommodated to ensure achievement of the CP goals.

Sustainability

The extent to which:

- There is continued commitment and ownership by the government and other key stakeholders; and
- Changes or benefits can be maintained in the long term.

Impact

The extent to which the programme/project contributed to:

- Developmental results (economic, environmental, social); and
- The achievement of the MDGs.

Contribution to gender equality and promoting youth development

The extent to which:

- The programme/project design adequately considered the gender dimensions in global terms and within the various interventions; socioeconomic benefits to be delivered by the programme/project at the national and local levels included consideration of gender dimensions;
- Youth employment goals have been integrated in UNIDO interventions;
- Youth employment policies are supported by the Country Programme;
- Economic and educational factors for un- or underemployment are addressed by the Country Programme;
- Sex and age disaggregated data was available;
- A gender analysis was conducted as baseline study/gender specific needs were assessed / gender disaggregated data is available;
- The composition of the programme/project management team was gender-balanced, e.g. programme/project Steering Committee, experts, consultants;
- Women and men benefited equally from the project's interventions; and
- The results are likely to affect gender relations (e.g. division of labour, decision-making authority).

Country Programme management

The extent to which:

- Effective cooperation arrangements between the programme/projects and with the country office were established;
- UNIDO's country office supported coordination, implementation and monitoring of the programme;
- UNIDO HQ based management, coordination and monitoring have been efficient and effective.

Partnership and coordination

The extent to which:

- Effective coordination arrangements with other development partners were established;

- UNIDO participated in the One UN and UNDAP (please see E for further information); and
- The UNIDO CP adhered to the principles of the Paris Declaration on Aid Effectiveness (i.e. government ownership, alignment with government strategies, results orientation, program approaches, use of country systems, tracking results, and mutual accountability).

B. Evaluation of the Country Office in Tanzania

UNIDO's Country Office will be assessed with regard to its contribution to UNIDO's convening, normative and technical cooperation functions. This will include the extent to which the country office

- develops and maintains relations with relevant public and private actors;
- participates in the UNCT and coordination mechanisms of international and regional development agencies, financing institutions and the donor community in the field;
- engages in the formulation process of programmes, aligned to local frameworks like the UNDAP;
- engages in the implementation and monitoring of TC projects; and
- are involved in global forum and convening activities.

The strategic orientation of work plans as indicated by the Regional and Field Operations Branch (February 2010) mentions that the following issues will be considered:

1. Programme and project development
2. Coordination with UN system-wide initiatives (One UN, UNDAP, etc.)
3. Activating regional, inter-regional and South-South cooperation
4. Partnerships and strategic alliances
5. Corporate Social Responsibility
6. Fund raising

More concretely, the 2011/12-2015/16 Work Plan for the country office in Tanzania specifies the following five outcomes which will be assessed in a country evaluation:

- UNIDO visibility enhanced at global, regional/sub-regional and country levels
- Responsiveness of UNIDO to national/regional priorities (TC programme and project development, fund raising)
- Effective participation in UN initiatives at country level including UNDAP, UNDG, One UN etc.
- Promoting Global Forum activities with direct link to UNIDO priorities and to the potential increase of UNIDO portfolio in the region and worldwide
- Effective management of technical cooperation activities and UNIDO office

C. Evaluation of UNIDO's contribution to the One UN

Tanzania is one of the eight pilot countries for the Delivering as One agenda. A country-level evaluation of the UNDAP was conducted in end of 2014/early 2015 and should be reviewed.

Additionally, the evaluation team will assess the following issues:

- UNIDO niches and roles within the One UN arena in Tanzania;
- UNIDO's contribution to the outcomes and outputs envisaged by the UNDAP;
- The value added by and comparative advantage of UNIDO to UNDAP;
- The extent to which UNIDO has been able to take on a leadership role within its thematic priorities;
- Fund raising possibilities through the One UN;
- The extent to which the capacity of the Field Office to respond to increased coordination and administrative demands is sufficient;
- The extent of HQ support; and
- The extent to which UNIDO benefits from the participation in the One UN, in terms of visibility and otherwise.

VII. EVALUATION APPROACH AND METHODOLOGY

The evaluation will draw its conclusions and recommendations based on the evidence found and make its independent assessment of the issues identified in section VI, also focusing on key services provided by UNIDO, such as capacity building, policy advice; improve business environment; value chain support; access to finance; industrial export promotion and SME consortia; Entrepreneurship Curriculum Programme (ECP); or entrepreneurship development.

While maintaining independence, the evaluation exercise will follow a consultative process and adopt a participatory approach and will seek the views, inputs and feedback from a broad range of stakeholders including government counterparts, private sector representatives, policy makers, other UN organizations, multilateral organizations, bilateral donors, implementing partners and the beneficiaries.

The evaluation will adopt a consultative approach whenever possible, seeking and sharing opinions with stakeholders. In terms of data collection the evaluation team will use different methods ranging from desk/literature review (project and programme documents, progress reports, mission reports, SAP and Results Monitoring System (RMS) searches, evaluation reports, etc.), interviews with Project Managers/Allotment Holders and project/sub project coordinators), field visits (for individual and/or group interviews/discussions with counterparts, beneficiaries, donor representatives, partners, surveys and on site observation). The use of different methods will ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources.

Attention will be paid to ensuring an unbiased and objective approach and to the validation of data. The evaluation team should ensure that all the data is valid, by triangulation of sources, methods, data, and theories. The lead evaluation consultant will develop the interview guidelines.

The methodology will be based on the following:

- Desk review of documents including, but not limited to, the following:
 - (a) The United Nations Development Assistance Plan (UNDAP) 2011-2015;
 - (b) The Country Programme of Technical cooperation With the United Republic of Tanzania 2011-2015;
 - (c) UNDAP Annual Work-plans and Semi Annual and Annual Reports available from the UNDAP Results Monitoring System (RMS);
 - (d) Project documents and reports concerning various projects implemented within or with relation to the CP;
 - (e) The UNDAP Evaluation Report;
 - (f) Any other materials produced in relation to the CP.
- Interviews with a wide range of stakeholders including, but not limited to the following:
 - (a) Technical and management staff at UNIDO headquarters and in the field;
 - (b) Government counterparts;
 - (c) Non-government counterparts;
 - (d) Donors;
 - (e) Key partners including the UN agencies; and
 - (f) The ultimate beneficiary institutions and enterprises/entrepreneurs;

Other interviews, surveys or document reviews conducted as deemed necessary by the lead evaluator and/or ODG/EVQ/IEV.

The methodology and data collection and analysis tools will be developed during the inception phase.

VIII. EVALUATION PROCESS AND REPORTING

The evaluation team will use a participatory approach and involve various stakeholders in the evaluation process. The responsibilities for the various stakeholders at different evaluation stages are outlined below:

Activity	ODG/EVQ/IEV	PTC	Field office	GoT	Evaluation team
Terms of Reference	X				
Selection of consultants	X				
Self-assessment by appropriate staff		X	X		
Review of background documentation					X
Inception Report					X
Interviews at UNIDO HQ		X	X		X
Evaluation mission			X	X	X
Presentation of preliminary findings in the field					X
Drafting of the evaluation report					X
Presentation of preliminary findings at HQ					X
Comments on draft report	X	X	X	X	
Final evaluation report					X
Evaluation brief					X

An inception phase will follow the signing of the contract between UNIDO and the evaluation consultant(s) where the evaluation team will review programme/project documents, analyses the TOR, and develop a detailed proposal for the conduct of the evaluation. The results will be laid down in an inception report to be submitted to UNIDO for review and approval.

The inception report will provide an early opportunity to reach a closer understanding of the purpose of evaluation and of what the evaluation can realistically be expected to achieve. Basic questions will be clarified at this stage. The inception report will be revised in response to comments. Further to approval, the inception report becomes a key reference document.

The inception report should cover the issues included in the standard format provided in ANNEX 2.

IX. TIME FRAME AND DELIVERABLES

The independent evaluation of the CP is scheduled to commence in the second quarter of 2016. Below is a tentative timetable for the evaluation process, which will be adjusted according to prevailing circumstances.

Task	Description/ Deliverables	Estimated Timeframe
Collection of background materials, desk review of documents, drafting the inception report and development of interview guidelines.	Inception report containing key findings of desk review, work plan, evaluation methodology and sampling technique, evaluation tools and interview guidelines.	May, 2016
Briefing of evaluators at HQ and deskwork and interviews at HQ	Information and additional materials collected	May - June, 2016
Evaluation mission to Tanzania (briefing of evaluators in the field, field visits and surveys and presentation of preliminary findings to key stakeholders.)	Mission report and information collected	June - July 2016
Presentation of key findings at Hq.		July 2016
Drafting of the report (possibly with additional data and information collection)	Draft report	August - September 2016
Collection of comments on the initial draft Independent Evaluation report		September 2016
Incorporation of comments and preparation of final draft report	Final draft report	September 2016
Issuance of final draft report to UNIDO for subsequent sharing with Government and other key partners	Final Report and its Management Evaluation brief	September 2016

X. COMPOSITION OF THE EVALUATION TEAM

The evaluation will be conducted by a team composed the following:

- 1) One/two Senior International Evaluation Consultant(s) with extensive experience in and knowledge of evaluation of energy and environment, industrial and agri-business development;
- 2) One National Evaluation Consultant designated by the Government of URT, familiar with evaluation techniques and pertinent sectors and issues; and
- 3) A member of UNIDO's ODG/EVQ/IEV will focus on the assessment of UNIDO's participation in the One UN pilot programme and the field office performance.

The team will work under the guidance of ODG/EVQ/IEV, with a member of ODG/EVQ/IEV managing the evaluation and acting as a focal point for the evaluation consultants. Additionally, the Africa Bureau and the UNIDO Field Office in Tanzania will support the evaluation team and help to coordinate the evaluation mission.

The international and national consultants will be contracted by UNIDO. The tasks of the consultants are specified in their respective Job Descriptions.

All members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

XI. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by ODG/EVQ/IEV. Quality control is exercised in different ways throughout the evaluation process (briefing of consultants on ODG/EVQ/IEV methodology and process, review of inception report and evaluation report). The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback.

Attachment 1: Information on budgets and disbursements

Table 10: The Country Programme and its original projects/sub projects and budget (USD)

Project Title	SAP ID	Project code	One Fund	UNIDO Core	Non-Core	Total
Coordination of UNDAP implementation	107142 and 100304	YA/URT/11/003		220,000		220,000
		YA/URT/12/004				
Industrial Policy Policy Capacity Building in URT	100348	YA/URT/11/C03	700,000	50,000		50,000
		FB/URT/11/A04				700,000
SME Policy Review	120288	FB/URT/11/K04				
Industrial Statistics Project	109028	FB/URT/11/B04	500,000			500,000
Investment Promotion Programme	102208	FB/URT/11/C04	1,000,000			1,000,000
3ADI	101185	YA/URT/12/B04		50,000	300,000	350,000
		YA/URT/11/A03				
		US/URT/11/A02				
		FB/URT/11/D04				
3ADI – Red Meat and Cashew nut	101171	FB/URT/11/E04	2,950,000			2,950,000
3ADI - leather	100228	FB/URT/11/F04				
IUMP	102175	Ya 2014			1,400,000	1,400,000
		YA/URT/12/C04				
		FB/URT/11/G04				
BIC	102209	FB/URT/11/H04	600,000			600,000
TCB	100028	FB/URT/11/J04	300,000			300,000
Renewable Energy for Rural Productivity	103176	FB/URT/11/A05	500,000			500,000
Cleaner Production for Green Industry	100165	FB/URT/11/B05	800,000	200,000	1,800,000	2,800,000
	104180	FB/URT/11/C05				
Total			8,850,000	520,000	3,500,000	12,870,000

Table 11: Budget/additional funding that became available for CP implementation (USD)

Project/sub projects	SAP ID	Project Code	Funding by Sources							Total
			UNIDO Core	Non Core	One Fund ⁵⁶	SIDA-EG	SIDA-JPYE	DRF-F	Total	
Coordination of Interventions under the EG-PWG of UNDAP	107142	FB/URT/11/004			458,863	79,458				538,321
Industrial Policy Capacity Building in URT	100348	FB/URT/11/A04				135,514	71,963			207,477
Industrial Statistics Capacity Building in URT	109028	FB/URT/11/B04				134,580	76,542			211,122
Tanzania National System of Innovation	120302	New		117,840						117,840
Investment Promotion (including SPX)	102208	FB/URT/11/C04				93,458				93,458
VCD/3ADI - Red meat and Cashew nut	101171	FB/URT/11/E04				204,264				204,264
VCD/3ADI - Leather	100228	FB/URT/11/F04				37,383	242,991		172,550	452,924
Industrial Upgrading and Modernization	102175	FB/URT/11/G04				93,458	245,496			338,954
Tanzania UN Trade Cluster – SECO	120104	New		610,000						610,000
Entrepreneurship Education	120576	YA/URT/11/006	34,452							34,452
Enhancing Youth Employability in URT	150054	FB/URT/12/L04			33,645					33,645
Coordination of Interventions under the EE-PWG of UNDAP	100304	New					559,000			559,000
Renewable Energy for Rural Productivity	103176	FB/URT/11/005			56,179					56,179
Small Hydropower Mini Grids to Augment Rural Electrification in TZ	100261	YA/URT/11/B03	7,176							7,176
Promotion of Waste to Energy Application in Agro-industries in Tanzania	120319	US/URT/11/B02		20,000						20,000
Cleaner Integral Utilization of Sisal Waste for	140077	GF/URT/12/001		3,350,000						3,350,000
		YA/URT/12/002	41,659							41,659
		TE/URT/12/008		53,241						53,241
		TE/URT/12/009		53,241						53,241
		GF/URT/12/009		50,000						50,000
		New		5,277,000						5,277,000
	120218	YA/URT/12/003	20,772							20,772

⁵⁶ One fund allocation to the shown projects was a relocation of the original One Fund budget; they were not new (additional) funding.

Biogas and Fertilizer			XP/URT/12/005		33,814								33,814
HCFC Phase out Management Plan (Stage 1 first tranche)	120494		MP/URT/12/006		50,000								50,000
Review and Update of the National Implementation Plan for the Stockholm Convention	100127		GF/URT/12/007		210,000								210,000
Total					9,825,136	548,687	778,115	1,195,992	172,550				12,624,539

Table 12: Budgets / Expenditures for projects/sub projects composing the CP, by thematic priority, as of March, 2016 (USD) ⁵⁷

Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
GC 1: Creating Shared Prosperity							
VCD/3ADI - Leather	100228	FB/URT/11/F04	816,059	632,277	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
VCD/3ADI - Red meat and Cashew nut	101171	FB/URT/11/E04	1,291,174	1,086,950	do	do	Operational
Coordination of interventions under the EG-PWG of UNDAP	107142	YA/URT/11/003	591,273	510,283	One UN Fund/Regular Fund	Operational Budget UN funds, excluding UNDP Special Resources for Africa (SRA)	Operational
		YA/URT/12/004					
		FB/URT/11/004					
3ADI PPP platform - promotion of innovative public private partnership	120113		820,487	432,577	Japan	Trust Funds Operational Budget	Operational
Enhancing Youth Employability and Entrepreneurship in Tanzania	150054	New	559,000	323,959	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
VCD/3ADI	101185	YA/URT/12/B04	333,917	367,720	One UN Fund/Regular Fund	Operational Budget UN funds, excluding UNDP Special Resources for Africa (SRA)	Completed
		YA/URT/11/A03					
		US/URT/11/A02					
		FB/URT/11/D04					
Entrepreneurship Education	120576	YA/URT/11/006 FB/URT/12/L04	33,645	18,268	One UN Fund	Operational Budget UN funds, excluding UNDP	Completed

⁵⁷ Source: Open Data Platform beta, UNIDO, 11 March 2016

Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
		4,445,555.00		3,372,034.00			
GC 2: Advancing Economic Competitiveness							
Trade Capacity Building ⁵⁸	100028	FB/URT/11/04	230,240	193,388	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
Industrial Upgrading and Modernization Project in Tanzania	102175	YA 2014	1,861,135	1,662,136	One UN Fund/ Regular Fund	Operational Budget / UN funds, excluding UNDP Special Resources for Africa (SRA)	Operational
		FB/URT/11/G04					
Investment Promotion (including SPX) ⁵⁹	102208	FB/URT/11/C04	415,684	376,247	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
Business Information Centers Development	102209	FB/URT/11/H04	239,756	215,429	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
Tanzania UN Trade Cluster – SECO	120104	New	610,000	181,878	Switzerland	Trust Funds Operational Budget	Operational
SME Policy Review	120288	FB/URT/11/K04	117,757	84,102	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
		3,474,572.00		2,713,180.00			
GC 3: Safeguarding the Environment							
Small Hydropower Mini Grids to Augment Rural electrification in Tanzania	100261	GF/URT/12/001	3,395,368	3,080,600	Global Environment Facility / Regular	Operational Budget Global Environment Facility Special Resources for Africa (SRA)	Operational

⁵⁸ Institutional Support for Better Service Delivery to enhance enterprise access to markets and export

⁵⁹ Investment Monitoring Platform and Subcontracting and Partnership Exchange Centre (SPX) in Tanzania

Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
		YA/URT/12/002			Budget / Regular Programme of Technical Cooperation	Regular Programme of Technical Cooperation	
Coordination of interventions under the EE-PWG of UNDAP	100304	FB/URT/11/005	56,180	37,453	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
Renewable Energy for Rural Productivity ⁶⁰	103176	YA/URT/11/B03	439,126	422,086	One UN Fund	Operational Budget UN funds, excluding UNDP	Operational
		US/URT/11/B02					
		FB/URT/11/A05					
Capacity Strengthening and Technical Assistance for the Implementation of SC National Implementation Plans (NIPs) in African Least Developed Countries (LDCs) of the SADC Sub-Region	104063		1,543,339	1,216,902	Global Environment Facility / Regular Budget	Operational Budget Global Environment Facility Special Resources for Africa (SRA)	Operational
Promotion of Waste to Energy Application in Agro-industries in Tanzania	120319	TE/URT/12/008	5,277,000	123,639	Global Environment Facility	Global Environment Facility Operational Budget	Operational
		TE/URT/12/009					
		GF/URT/12/009					
	140077	New					
Promotion of Bio-Ethanol as Alternative Fuel for Cooking in the United Republic of	150208		100,000	76,095	Global Environment Facility	Global Environment Facility Operational Budget	Operational

⁶⁰ Country Framework of support to United Nations Development Assistance Plan 2011-2015: Environment and Climate Change - Tanzania

Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
Tanzania							
Review and Update of the National Implementation Plan for the Stockholm Convention ⁶¹	100127	GF/URT/12/007	210,000	197,190	Global Environment Facility	Global Environment Facility Operational Budget	Completed
Cleaner Production for Green Industry	100165	FB/URT/11/B05	165,524	168,077	ONE UN FUND	Operational Budget UN funds, excluding UNDP	Completed
Cleaner Production for Green Industry (waste management)	104180	FB/URT/11/C05	170,785	149,815	ONE UN FUND	Operational Budget UN funds, excluding UNDP	Completed
Promotion of Waste to Energy Application in Agro-industries in Tanzania	120319	TE/URT/12/008			Global Environment Facility / Trust Fund for Renewable Energy for Productive Activities	Operational Budget Global Environment Facility EURO Trust Funds	Completed
		TE/URT/12/009					
		GF/URT/12/009	101,959	93,355			
140077	New						
			11,459,281.00	5,565,212.00			
Others							
Industrial Policy Capacity Building in URT	100348	YA/URT/11/C03	583,552	430,991	ONE UN FUND / Regular Budget	Operational Budget UN funds, excluding UNDP Regular Budget Special Resources for Africa (SRA)	Operational
Country Framework of	109028	FB/URT/11/A04	586,529	443,838	ONE UN	Operational Budget	Operational

⁶¹ Enabling activities to review and update the national implementation plan for the Stockholm Convention on persistent organic pollutants (POPs)

Project/sub project title	SAP ID No.	Symbol	Budget	Expend.	Donor	Funds	Status
Support to UNDAP 2011-2015 – Economic growth					FUND	UN funds, excluding UNDP Regular Budget	
Tanzania National System of Innovation	120302	New	232,343	187,893	Regular Budget	Special Resources for Africa (SRA)	Operational
Field Operations Support	107035		343,538	343,538	Italy	Trust Funds Operational Budget	Completed
			1,745,962.00	1,406,260.00			



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

Title	Senior International Evaluation Consultant
Main Duty Station and Location	Home based
Mission/s to	Dar es Salaam, Tanzania. Others to be determined
Start of Contract (EOD)	May, 2016
End of Contract (COB)	September, 2016
Number of Working Days	35 days

Organizational Context

The Senior International Evaluation Consultant will carry out the evaluation of the Country Programme in Tanzania according to the Terms of Reference attached. She/he will act as evaluation team leader. She/he will be responsible for the TC related parts of the evaluation and preparing the inception report, a draft evaluation report, and final draft evaluation report, according to the standards of ODG/EVQ/IEV.

Project Context

As described in the Evaluation ToR.

Main Duties

The Senior International Evaluation Consultant is expected to conduct the following duties:

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
Conduct desk study of documents relevant to the CP including on programmes and projects/sub projects composing the CP, national policies, international frameworks, UNDAP, evaluation reports and self-evaluation reports	An inception report with an analytical overview of available documents, drafts of evaluation tools and mission plan of activities in Tanzania	6	Home base
Prepare an inception report containing findings of desk review, evaluation methodology and drafts of the evaluation tools and mission plan, and preparing the report outline/structure			

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
Visit UNIDO Headquarters for briefing and discussing the inception report to agree on subsequent evaluation activities. To also meet staff from the Africa Bureau, Project Managers/Allotment Holders and other key staff.	Key issues of evaluation identified; Scope of evaluation clarified;	3	Vienna, Austria
Undertake field mission to Tanzania to brief the national consultant on the evaluation (including a possible testing of evaluation tools) and conducting field visits, interviews, observations, drafting the main conclusions and recommendations on the findings, and presenting them to key stakeholders in the field	Information collected; preliminary findings, conclusions and recommendations presented to key stakeholders in the field, and mission report prepared	14	DSM, with in-country travels in Tanzania
Carrying out a detailed analysis of findings from the field and collecting additional information by emails or telephone communications to prepare a draft report	Draft report.	7	Home base
Presenting the draft report (findings, recommendations and conclusions) to the stakeholders at UNIDO Headquarters. Obtain additional inputs for finalization of the evaluation report	Feedback from relevant staff at UNIDO HQ. on the draft report	1	Vienna, Austria
Integrating feedback from UNIDO and stakeholders in the draft report, including editing the language and form of the final version according to UNIDO standards	Final draft report	3	Home based
Preparing an evaluation brief	Evaluation brief	1	Home base
Total⁶²		35	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

⁶² The days will be adjusted to accommodate 5 days estimated for international travel.

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree in economics, development studies or other relevant fields;

Technical and Functional Experience

- Minimum 10 years of professional experience in project evaluation;
- Extensive knowledge and experience in the field of energy and environment, industrial, agro-industry and SME development as well as private sector development;
- Extensive experience in evaluation and supervision of evaluation teams;
- Knowledge of UNIDO activities will be an asset;
- Working experience in Tanzania will be an asset.

Language:

Fluency in written and spoken English is required.

Impartiality:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with staff responsible for the programme before the completion of her/his contract for this evaluation.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

Title	International Evaluation Consultant – Evaluation Team member
Main Duty Station and Location	Home based
Mission/s to	Dar es Salaam, Tanzania. Others to be determined
Start of Contract (EOD)	May, 2016
End of Contract (COB)	June, 2016
Number of Working Days	30 days

Organizational Context

The International Evaluation Consultant will carry out the evaluation of the Country Programme in Tanzania according to its Terms of Reference. She/he will act as evaluation team member under the leadership of the Evaluation Team leader.

Project Context

As described in the Evaluation ToR.

Main Duties

The International Evaluation Consultant is expected to conduct the following duties:

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
As assigned by the evaluation team leader, conduct desk study of documents relevant to the CP including on programmes and projects/sub projects composing the CP, national policies, international frameworks, UNDAP, evaluation reports and self-evaluation reports	Inputs to the inception report with an analytical overview of available documents, drafts of evaluation tools and mission plan of activities in Tanzania	5	Home base
Briefing mission to Vienna: Visit UNIDO Headquarters for briefing and discussing the inception report to agree on subsequent evaluation activities. To also meet staff from the Africa Bureau, Project Managers/Allotment Holders and other key staff.	Key issues of evaluation identified; Scope of evaluation clarified;	3	Vienna, Austria

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
Undertake field mission to Tanzania to brief the national consultant on the evaluation (including a possible testing of evaluation tools) and conducting field visits, interviews, observations, drafting the main conclusions and recommendations on the findings, and presenting them to key stakeholders in the field	Information collected; preliminary findings, conclusions and recommendations presented to key stakeholders in the field, and mission report prepared	12	DSM, with in-country travels in Tanzania
Carrying out a detailed analysis of findings from the field and collecting additional information by emails or telephone communications to prepare a draft report	Inputs to the Draft report.	5	Home base
Presenting the draft report (findings, recommendations and conclusions) to the stakeholders at UNIDO Headquarters. Obtain additional inputs for finalization of the evaluation report	Feedback from relevant staff at UNIDO HQ. on the draft report	1	Vienna, Austria
Integrating feedback from UNIDO and stakeholders in the draft report, including editing the language and form of the final version according to UNIDO standards	Inputs to the Final draft report	4	Home based
Total⁶³		30	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

⁶³ The days will be adjusted to accommodate 5 days estimated for international travel.

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree in economics, development studies or other relevant fields;

Technical and Functional Experience

- Minimum 10 years of professional experience in project evaluation;
- Extensive knowledge and experience in the field of energy and environment, industrial, agro-industry and SME development as well as private sector development;
- Extensive experience in evaluation and supervision of evaluation teams;
- Knowledge of UNIDO activities will be an asset;
- Working experience in Tanzania will be an asset.

Language:

Fluency in written and spoken English is required.

Impartiality:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with staff responsible for the programme before the completion of her/his contract for this evaluation.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

Title	National Consultant
Main Duty Station and Location	Home based
Mission/s to	Dar es Salaam and other places to be determined in Tanzania
Start of Contract (EOD)	May, 2016
End of Contract (COB)	June, 2016
Number of Working Days	35 days

Duties:

As a member of the evaluation team and under the supervision of the evaluation team leader, the consultant will participate in the independent country evaluation in Tanzania according to the Terms of Reference attached. In particular, he/she will be expected to the following duties:

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
Conduct desk study of documents relevant to the CP including on programmes and projects/sub projects composing the CP, national policies, international frameworks, UNDAP, evaluation reports and self-evaluation reports	An inception report with an analytical overview of available documents, drafts of evaluation tools and mission plan of activities in Tanzania	6	Home base
Assist in preparation of the inception report containing findings of desk review, evaluation methodology and drafts of the evaluation tools and mission plan, and preparing the report outline/structure		5	
Assist in preparation of meetings and field visit			
Participate actively in meetings, visits and interviews according to the evaluation programme Participate in drafting the main conclusions and recommendations, and presenting them to stakeholders in the field under guidance of the team leader	Information collected; preliminary findings, conclusions and recommendations presented to key stakeholders in the field, and mission report prepared	12	Dar-es-Salaam and other places to be identified around Tanzania

Main Duties	Concrete measurable output(s) to be achieved	Expected duration (days)	Location
Participate in detailed analysis of findings from the field and collecting additional information (by telephone, emails, or physical visits) and preparing a draft report, based on guidance of the team leader	Draft report.	7	Home base
Follow up with project counterparts and Government authorities as required to make additional data available to the Evaluation Team	Additional contribution to final report	5	Home base
Total		35	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education

An advanced University graduate in Economics, Development Studies, Business Studies or any related field.

Technical and Functional Experience:

- A minimum of five years professional experience, including evaluation of technical cooperation projects/programmes in developing countries.
- knowledge of Tanzania's industrial development situation, institutions and programmes;
- Knowledge of private sector development issues;
- working experience with international organizations will be an asset;

Languages:

Fluency in written and spoken English is required. Working knowledge of Kiswahili is an advantage.

Impartiality:

According to UNIDO rules, the consultant must not have been involved in the preparation, implementation, supervision or coordination of and/or benefitted from the CP and projects subject to this evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with staff responsible for the programme before the completion of her/his contract for this evaluation.

Annex 2. Evaluation Framework

Sources of Information Data collection and analysis methods		division of labour	
		UNIDO office / Delivering as One (SA/UZ)	Overall/aggregation (UZ)
Evaluation criteria, key questions and sub-questions		1 st cluster (GK) 2 nd cluster (SB) 3 rd cluster (SA)	
1. Programme design			
1.1. To what extent were the potential opportunities for synergies/ linkages / cooperation between different projects within the CP, exploited for increased magnitude of results/impact of the CP?	Cluster analysis of project documentation UNIDO staff interviews	--	Analysis of CP UNIDO staff interviews Aggregation of cluster analysis
1.2. What are the CP's underlying theories of change?	Cluster analysis of project documentation UNIDO staff interviews Cluster ToC analysis	--	Analysis of CP Overall ToC analysis
2. Relevance: How relevant is the CP in URT?			
2.1. What is UNIDO's primary role in Tanzania? What is UNIDO's comparative advantage?	Cluster analysis of project documentation Stakeholder/beneficiaries and UNIDO staff interviews	--	CP and UNDAP analysis UNIDO/UN staff and donor interviews Aggregation of cluster analysis
2.2. To what extent are UNIDO interventions aligned with Tanzania's national and UNDAP development priorities?	--	--	Analysis of CP and UNDAP and URT planning documents MKUKUTA, MKUZA, FYDP I, etc.)
2.3. To what extent has UNIDO added value to the UNDAP?	Cluster analysis of project documentation Stakeholder/beneficiaries and UNIDO	--	Analysis of CP and UNDAP UNIDO and UN staff interviews

	staff interviews	Aggregation of cluster analysis
3. Effectiveness: To what extent have UNIDO interventions achieved the intended outcomes?		
3.1. What was the progress made towards achieving the results envisaged in the UNIDO projects and programme(s) documents? What have been the qualitative and quantitative results (outputs, outcomes and impacts) of UNIDO interventions?	Cluster analysis of UNIDO project progress reports/evaluations Stakeholders/beneficiaries interviews UNIDO and UN staff interviews Project site observations Cluster ToC analysis	Stakeholders/beneficiaries interviews UNIDO and UN staff interviews Aggregation of cluster analysis Overall ToC analysis
3.2. What are successful interventions? Which good practices can be identified?	Cluster analysis of UNIDO project progress reports/evaluations Stakeholders/beneficiaries interviews UNIDO and UN staff interviews Project site observations	Stakeholders/beneficiaries interviews UNIDO and UN staff interviews Aggregation of cluster -analysis
4. Sustainability and Impact: How lasting are the effects of the UNIDO interventions?		
4.1. How strong is the ownership among stakeholders (e.g. government and other key stakeholders)?	Stakeholders/beneficiaries interviews	Stakeholders/beneficiaries interviews Aggregation
4.2. What are the prospects for contributing to long-term changes, benefits and development results?	Cluster analysis of project progress reports/evaluations Stakeholder/beneficiaries interviews Cluster ToC analysis	Overall ToC analysis Aggregation of cluster analysis
5. Efficiency: How have the UNIDO interventions in the URT been implemented and monitored?		
5.1. What are UNIDO's implementation strengths and weakness?	Cluster analysis of project progress reports/evaluations Stakeholders/beneficiaries interviews UNIDO and UN staff interviews	Stakeholders/beneficiaries interviews UNIDO and UN staff interviews Aggregation

5.2. To what extent have interventions been monitored, evaluated and reported on? Are results data documented (output, outcome and impact level)	Cluster analysis of project progress reports/evaluations Stakeholders/beneficiaries interviews UNIDO and UN staff interviews	Stakeholders/beneficiaries interviews UNIDO and UN staff interviews	Aggregation
6. Gender and youth perspectives: How have gender and youth goals been integrated in UNIDO interventions in the URT?			
6.1. To what extent are gender and youth addressed in UNIDO interventions?	Cluster analysis of project documentation Interviews of UNIDO staff	--	Analysis of CP Aggregation
6.2. To what extent have women and youth benefitted from the projects in particular with regard to employment and income?	Cluster analysis of project progress reports/evaluations Stakeholders/beneficiaries interviews UNIDO and UN staff	--	Stakeholders/beneficiaries interviews Aggregation
6.3. Are sex and age disaggregated data available? (pre- and post-intervention-, data on results)	Cluster analysis of project documentation and progress reports/evaluation	--	Analysis of CP Aggregation
7.1. UNIDO Country Office / DaO			
7.1. How adequate is the support provided by the UNIDO country office with regard to coordination, implementation and monitoring of UNIDO projects?	Interviews UNIDO staff and stakeholders	Interviews UNIDO and UN staff and stakeholders	Aggregation
7.2. How adequate does the Office manage relations with the government and other key stakeholders?	Interviews UNIDO staff and stakeholders	Interviews UNIDO staff, stakeholders, donors	Aggregation
7.3. How adequate does the Office participate in the DaO/One UN initiative?	--	DaO document analysis Interviews UN and UNIDO	--
7.4. To what extent does the Office contribute to UNIDO's visibility in Tanzania?	--	Interviews UNIDO, UN, donors	--

Annex 3. Mapping of stakeholders

Partner	SAP ID	1st cluster							2nd cluster					3rd cluster						New							
		109028 Statistics	120288 SME review	120302 Innov surv	100348 UN Ec growth	100028 Mark access	102208 SPX	102209 BIC	100228 Leather	101171 Meat cashew	101185 IUP	102175 Seco tourists	120104 Sea weed	120113 Youth emp.	150054	104063 SC	100127 Waste	100165 Mini grids	100261 UN environm	103176 Was. Lener	140077 Bioethanol	150208	140229 ?	120218 ?	120494 ?		
BRELA			●																								
BPRA			●																								
CBT									●																		
CC (2005)									●																		
CEZOSOPA										●																	
CGLA															●												
CoET																	●										
CSJC/CSC										●																	
CTI				●																							
DIT								●												●						●	
FAO													●														
GS1						●																					
IDC									●																		
ILO													●														
FCC						●																					
KILIFLORA																	●										
LAT								●																			
MEM																●	●	●	●	●	●				●		
MDC									●																		
MEVT													●														
MIT		●	●	●	●	●	●		●	●	●	●													●		
MoLE													●														
MLFD								●	●	●																	
MNRT												●															
NBS		●		●	●																				●		
NCT																									●		
NEMC																											●
POPC				●	●																				●		
REPOA			●		●																						
REA																	●										
SIDO			●	●		●			●	●										●							
STIPRO																				●							
TANEXA						●																					
TC CIA							●																				
TCPC																●											
TCRA																●											
TEMDO											●	●															
TFDA															●												
TIC							●																				
TIRDO										●	●																
TMB									●																		
TSB																									●		
UDIEC													●														
VPO																●	●	●	●	●	●					●	
zMESWYWC								●					●														
zMTIM		●	●		●	●		●																	●		
ZNCCIA								●																			
zOCGS		●																									
ZSF																											
zVPO					●															●	●						

Regions	Arusha	●	Mtwara/Lindi	●	Level	Macro	●
	Dar es Salaam	●	Mwanza	●		Meso	●
	Dodoma	●	Tanga	●		Micro	●
	Iringa	●	Zanzibar	●			
	Mbeya	●					

Annex 4. List of projects

Project ID	Project title	Thematic cluster	Project status	Project budget ⁶⁴
1st cluster: Policy, National Systems, Statistics, Trade (macro and meso level)				
Projects supporting the development of industrial policies				
109028	COUNTRY FRAMEWORK OF SUPPORT TO UNDAP 2011-2015 - ECONOMICGROWTH" in Tanzania - Industrial statistics capacity building	Development of industrial policies	Ongoing	586,529.00
120288	SME Policy Implementation Review	Development of industrial policies	Ongoing	117,757.00
120302	United Republic of Tanzania National System of Innovation (TNSI) Survey	Development of industrial policies	Completed	232,343.00
Projects supporting investment and trade promotion				
100348	Country Framework of Support to UNDAP 2011-2015 - Economic Growth – Industrial Policy Capacity Building	Trade promotion	Ongoing	583,552.00
100028	Institutional Support for Better Service Delivery to enhance enterprise access to markets and export	Trade promotion	Ongoing	230,240.00
102208	Investment Monitoring Platform and Subcontracting and Partnership Exchange Centre (SPX) in Tanzania	Trade promotion	Ongoing	415,684.00
102209	Establishment of Business Information Centre in Zanzibar	Trade promotion	Ongoing	239,756.00
107142	Country Program Coordination: UNDAP Economic Growth Cluster	Trade promotion	Ongoing	591,273.00
2nd cluster: Value Chain Development, 3ADI, Industrial Upgrading, Entrepreneurship, Employment (meso, micro levels)				
100228	Value Chain Support Program for Tanzania's Cashew and Red Meat/Leather Industry	Enterprise competitiveness	Ongoing	816,059.00
101171	Support Programme for the development of cashew nut and red meat/leather value chains	Enterprise competitiveness	Ongoing	1,291,174.00
101185	Value Chain Support Program for Tanzania's Cashew and Red Meat/Leather Industry in the frame of the 3ADI, funded through UNDAP 2011-2015: Economic Growth.	Enterprise competitiveness	Completed	333,917.00

⁶⁴ Source: Open Data Platform, 20 May 2016, UNIDO

102175	COUNTRY FRAMEWORK OF SUPPORT TO UNDAP URT 2011-2015: ECONOMIC GROWTH - Component II, Project 4: Industrial Upgrading and Modernization Project in Tanzania	Enterprise competitiveness	Ongoing	1,861,135.00
120104	SECO/ UN Cluster Tanzania # Trade Sector Development Programme: Market Value Chains relating to Horticultural Products for Responsible Tourism Market Access Project	Enterprise competitiveness	Ongoing	610,000.00
120113	3ADI PPP platform - promotion of innovative public private partnership	Enterprise competitiveness	Ongoing	820,487.00
120576	Country Framework of Support to UNDP 2011-2015 - Economic Growth (Entrepreneurship component)	Youth employment	Completed	33,645.00
150054	Enhancing Youth Employability and Entrepreneurship in Tanzania	Youth employment	Ongoing	559,000.00
3rd cluster: Environment and Energy				
100127	Enabling activities to review and update the national implementation plan for the Stockholm Convention on persistent organic pollutants (POPs)	Energy and environment	Ongoing	210,000.00
100165	TANZANIA-COUNTRY FRAMEWORK OF SUPPORT TO UNDAP 2011-2015 - ENVIRONMENT AND CLIMATE CHANGE	Energy and environment	Completed	165,524.00
100261	Mini-grids based on Small Hydropower Sources to Augment Rural Electrification in Tanzania	Energy and environment	Ongoing	3,395,368.00
104063	Capacity Strengthening and Technical Assistance for the Implementation of SC National Implementation Plans (NIPs) in African Least Developed Countries (LDCs) of the SADC Sub-Region	Energy and environment	Ongoing	1,543,339.00
104180	TANZANIA-Country Framework Support to UNDAP 2011-2015- Environment-Waste Management	Energy and environment	Completed	170,785.00
103176	Country Framework of support to United Nations Development Assistance Plan 2011-2015: Environment and Climate Change - Tanzania - Renewable energy for rural productivity	Energy and environment	Ongoing	439,126.00
120319	Promotion of waste-to-energy applications in agro-industries	Energy and environment	Completed	96,165.00

140077	Promotion of Waste-to-Energy (WTE) Applications in Agro-Industries of Tanzania	Energy and environment	Ongoing	5,277,000.00
100304	Country Program Coordination: UNDAP Environment Cluster	Energy and environment	Ongoing	56,180.00
150208	Promotion of Bio-Ethanol as Alternative Fuel for Cooking in the URT	Energy and environment	Ongoing	100,000.00
Other				
107035	Support to URT country programme delivery through coordination of project activities, engagement in the UNDAF/CCA processes and facilitating timely roll-out of UNIDO contribution to the UN-One Programme starting July 2011	--	Completed	343,538.00

Annex 5. List of persons interviewed

Dar es Salaam

Ministry of Industry, Trade and Investment:

Dr. Adelhelm James Meru, Permanent Secretary
Mr. Joe K. Malongo, Deputy Permanent Secretary
Mr. Obadiah M. Nyagiro, Director
Ms. Elisabeth N. Palangyo, Assistant Director
Mr. Juma Mwambapa, Assistant Director
Ms. Caroline V. Lyimo, Industrial Engineer

Ministry of Finance and Planning:

Mr. Maduka, Paul Kessy, Deputy Executive Secretary, Productive Sector Cluster

National Bureau of Statistics:

Ms. Joy E. Sawe, Industrial & Construction Statistics Manager
Mr. Fadhili S. Khalfani, Senior Statistician
Ms. Veronica Claude Muangolla, Senior Statistician

Prime Minister's Office - Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled (MoLE)

Dr. Sulieman Haji, Permanent Secretary
Mr. Godfrey Amon Chambo, Assistant Director for Planning and Policy,
Mr. Robert Chasan Masingiri, Assistant Director
Ms. Alberta Kinabo, Assistant Director Policy,
Mr. Ahmed M. Makbel, Acting Director of Employment
Ms. Fatma Urari, Senior Economist/Desk Officer UNDAF
Mr. Amani S. Kasale, Labour Officer

Vice President Office:

Ms. Magdalena Mtenga, Assistant Director
Ms. Fainahappy Kimambo, GEF Desk Officer
Ms. Zainab Kuhanwa, Assistant Ozone Officer
Ms. Rogathe D. Kisanga, Principal Chemist

Ministry of Energy and Minerals:

Mr. Mkoma Masanyiwa, Energy Officer, Renewable Section
Ms. Makwaya Nyaso, Energy Engineer, Renewable Section
Mr. Paul Kiwele, Acting Assistant Commissioner for Renewable Energy
Mr. Japhari Chinjala, Energy Engineer
Mr. Stephan Kashoshutz, Energy Engineer
Mr. Cosmas Kigully, Energy Engineer

Ministry of Agriculture, Livestock and Fisheries:

Ms. Margaret Ndaba, Coordinator Development Assistance
Ms. Halima Kurikwega, Principal Agriculture Officer
Mr. Henry Kilapilo, Agriculture Engineer

Tanzania Meat Board:

Ms. Suzana M. Kiango, Principle Livestock Officer, Acting Registrar for Tanzania Meat Board

Rural Energy Agency (REA):

Mr. Lutengano U.A. Mwakaheshya (PhD), Director General

Mr. Bengiel H. Msofe (Eng.), Director Technical Services

Mr. Boniface Gissima Nyamo-Hanga, Director of Market Development and Technologies

Small Hydropower Centre, College of Engineering, University of Dar es Salaam:

Mr. Wakati Ramadhani Mwaluka, SHP Centre Coordinator

Mr. Abraham Temu, Senior Lecturer

Tanzania Industrial Research and Development Organisation (TIRDO):

Ms. Sara Lifa, Senior Research & Development Officer

Mr. Godwin A Massawe, Researcher

Tanzania Chamber of Commerce, Industry and Agriculture:

Ms. Magdalene Mkocho, Ag. Executive Director

Mr. Adam A. Zuku, former Director of Industry

Confederation of Tanzania Industries (CTI)

Mr. Thomas Richard, Energy Efficiency Coordinator

Mr. Frank J. Dafa, Policy Specialist (Trade)

Tanzania Investment Centre:

Mr. Tibenda Joachim Njoki, Acting Manager Research & Planning,

Swiss Agency for Development and Cooperation (SDC):

Mr. Ueli Mauderli, Head Employment and Income Domain

REPOA – Policy Research for Development:

Dr. Donald Mmari, Executive Director

Project Youth Employability and Entrepreneurship:

Mr. Mike Y. Laiser, Former Director General of Small Industry Development Organization (SIDO) and project advisor for Project Youth Employability and Entrepreneurship

Prof. Abraham Temu, Director of UDIEC

Mr. Deodati Bernard, National Project Coordinator, UNIDO

RacheL Blessing Product Company:

Ms. Jamila Mohamed Manengelo, Founder and Managing Director

Mawani Sign Company Limited

Mr. Pascal Kimario, Founder and Managing Director

UNIDO:

Mr. Gerald Runyoro, National Program Officer, IOC

Mr. Andrea Antonelli, Assistant Programme Officer

Ms. Asha Hango, Senior Assistant/Secretary

Mr. Boulem Abassi, Chief Technical Advisor, Tanzania Industrial Upgrading and Modernisation Programme (TIUMP),

Mr. Augustine Mshanga, Project Personnel in the Field, 3ADI Project

Ms. Grace Bingileki, UNIDO National Project Officer, SECO Project Focal Point

Mr. Patrick Magai, Project Personnel in the Field, SPX
Mr. Fadhili Sefu, Administrative Assistant, SPX
Mr. Emmanuel Michael, Project Personnel in the Field, Energy
Ms. Alusaria Nkya, Administrative Assistant, Energy
Mr. Frank Msae, National Consultant Finance Expert
Ms. Digna Makobore, National Consultant Finance Assistant
Mr. Dennis Chinula, Driver

United Nations/FAO/ILO:

Mr. Alvaro Rodriguez, Resident Coordinator of the UN System, United Nations
Ms. Aine Mushi, UN/NRA Coordination Specialist, UN Resident Coordinator's Office (NRA= Non Resident Agencies)
Ms. Ajuaye Sigalla, National Programme Officer, FAO
Ms. Annamarie K. Kiaga, Youth Employment Technical Manager and UNDAP Coordinator, ILO

Zanzibar

UN/UNIDO:

Ms. Anna Liboro Senga, Head of the UN Sub-Office/Liason Officer, Office of the UN Resident Coordinator
Dr. Tillmann Guenther, Project Personnel in the Field, CTA

Ministry of Trade, Industry and Marketing (MTIM):

Mr. Saleh S. Hamad, Director
Dr. Abdulla R. Abdulla, Principal Industrial Officer

Ministry of Empowerment, Youth, Gender and Children:

Mr. Ameir H. Sheha, Director, Economic Empowerment
Dr. Rajeev Aggarwal, Expert & Technical Advisor, Entrepreneurship Development, Manager – Zanzibar Technology & Business Incubation Centre

Zanzibar Environment Management Authority:

Mr. Sheha M. Juma, Director General
Mr. Farhat Mbarouk, Head, Environment Impact Assessment
Ms. Subira H. Mzee, Head, Planning and Environmental Monitoring
Mr. Juma Bakar Alawi, Director, Department of Environment
Mr. Salim H. Bakar, Head Climate Change, Department of Environment

Office of the Chief Government Statistician:

Ms. Mayasa M. Mwinyi, Chief Government Statistician
Ms. Maulib S. Kombe, Head Industrial Statistics Unit

Zanzibar Department of Veterinary Services, Zanzibar Ministry of Livestock and Fisheries:

Dr. Yussuf Haji Khamis, Director

Zanzibar National Chamber of Commerce, Industry and Agriculture (ZNCCIA):

Ms. Munira Humoud Said, Executive Director
Mr. Abdulrahman Mohamed, Business Information Officer (BIO)

Arusha

Tanzania Engineering and Manufacturing Design Organization (TEMDO):

Mr. Kalutu P.R. Koshuma, Director General

Mr. Alexander A. Komba, Engineer

Mr. Patrick Kivanda, Engineer

Mini Hydro Power projects:

Mr. Justin Awario Mungure, Entrepreneur

Mr. Jerry E. C. Goh, Executive Director, Kiliflora Ltd.

Arusha National Park (Hydro Power):

Mr. Geoffrey A. Mwapongwe, Procurement Officer

Mr. Daniel Joseph Hayuma, Artisan

Mr. Milton Mlowe, Park Ranger

Mwanza

DIT Mwanza Campus:

Dr. Albert G. Mmari, Head

Common Sense eLearning & Training Consultants:

Mr. Andreas Horfurter, E-learning Expert

Dodoma

Central Zone Sunflower Oil Processors Association (CEZOSOPA):

Mr. Ringo Iringo, Chairman,

Ms. Sofia Majid Swed, Manager/Food Scientist and Technologist,

Tanzania Industrial Upgrading and Modernisation Project:

Dr. Vedastus Timothy, Cluster Development Agent,

Dodoma Regional Secretariat:

Mr. Bernard Abraham, Pricipal Agricultural Officer

Vocational Education and Training Authority (VETA):

Mr. Ramadhan Mataka, Principal

Small Industries Development Organisation (SIDO):

Mr. Abel Xaviery Mapunda, Regional Manager

UNIDO Headquarters, Vienna

Mr. Edme Koffi, Chief, EFR/RPF/AFR

Ms. Matilda Muweme, Programme Officer, EFR/RPF/AFR

Ms. Dong Guo, Statistician, PPS/PRS/STA

Mr. Smail Alhilali, Industrial Development Officer, PTC/ENV/IRE

Mr. Farrukhbek Alimdjnov, Industrial Development Officer, PTC/TII/BCI

Mr. Bassel El Khatib, Industrial Development Officer, PTC/AGR/FSN

Ms. Erlinda Galvan, Associate Industrial Development Officer, PTC/ENV/SCD

Mr. Ivan Kral, Industrial Development Officer, PTC/AGR/AIT

Mr. Stefan Kratzsch, Industrial Development Officer, PTC/TII/INV
Mr. Brian Portelli, Senior Technical Advisor, PTC/TII/INV
Ms. Yukiko Fukuyama, Junior Professional Officer, PTC/TII/STF
Ms. Somaya Moll, International Expert on youth employment & industrial development,
PTC/AGR/RJH
Mr. Philippe Scholtes, Managing Director, PTC/OMD
Mr. Jossy Thomas, Industrial Development Officer, PTC/ENE/RRE
Mr. Karl Schebesta, Chief (and proj. manager), Chief, PTC/AGR/FSN
Mr. Frank Hartwich, Industrial Development Officer, PTC/AGR/RJH

Annex 6. List of documents reviewed

Overall

- The Tanzania Five Year Development Plan (2011/2012-2015/2016), President's Office, Planning Commission, (2012).
- National Five Year Development Plan 2016/17 – 2020/21 - Nurturing Industrialization for Economic Transformation and Human Development, Ministry of Finance and Planning, (2016).
- The Country Programme of Technical Cooperation with the United Republic of Tanzania 2011-2015, UNIDO, (2011).
- United Nations Development Assistance Plan (UNDAP I, 2011-2015), United Nations Tanzania, (2010).
- Annual Report 2014/2015 UNDAP (2011-2015) United Nations, (2015).
- Evaluation of Tanzania UNDAP 2011-2016 - Final Report, United Nations Tanzania, (2015).
- United Nations Development Assistance Plan (UNDAP II 2016-2021), United Nations Tanzania, (2010).
- Development and expansion of UNIDO's partnership approach: the Programme for Country Partnership, UNIDO, GC.16/CRP.5, (2015).
- Strategies for Sustainable Social and Economic Transformation [in Zanzibar], Singapore Cooperation Enterprise, Presented To Ministry of Finance and Planning Commission, Revolutionary Government of Zanzibar, (2015).
- Voices from the Field, United Nations Tanzania, (2016).
- Tanzania in Transition: A Developing Story, United Nations Tanzania, (2016).

1st cluster: Policy, National Systems, Statistics, Trade

- Tanzania Industrial Competitiveness Report 2015, Government of Tanzania, Ministry of Industry Trade and Investment (MITI), (2016).
- Census of Industrial Production 2013, Summary Report, Tanzania Mainland, National Bureau of Statistics (NBS) and the Ministry of Industry, Trade and Investment (MITI), (2016).
- Industrial Policy Brief, Issue No.1/2014 - How does Tanzanian Manufacturing Compete in the EAC, Ministry of Industry and Trade, Industrial Intelligence Unit, (2014).
- Industrial Policy Brief, Issue No.2/2014 – Structural Change towards Manufacturing as a Driver of Economic Development for Tanzania Industrial Intelligence Unit, (2014).
- Industrial Policy Brief, Issue No.3/2014 – Food, Beverage and Tobacco Manufacturing in Tanzania, Ministry of Industry and Trade, Industrial Intelligence Unit, (2014).
- Tanzania Investor Survey - Understanding the impact of domestic and foreign direct investment, UNIDO/Tanzania Investment Centre, (2014).
- Tanzania Investment Report, Methodology of Analysis, (2014).
- Tanzania SME Development Policy 2003 - "ten years after" – Implementation Review, UNIDO, (2012).

- Final Background Report on Zanzibar SME Development Policy Framework, Revolutionary Government of Zanzibar and UNIDO, (2003).
- Terms of Reference of the Industrial Intelligence Unit /IIU) at the Ministry of Industry and Trade (MIT) of the United Republic of Tanzania (no date).
- Terms of Reference for the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) to deliver SPX activities in fulfilment of the Subcontracting and Partnership Exchange (SPX) Programme implementation in Tanzania, UNIDO (2015).
- Back-to-Mission Report, 28th September – 3rd October 2015 (BIC, ZNCCIA, TCCIA), UNIDO PTC/BIT/ITU (2015).
- Progress Report on Business Information Centre and Subcontracting Partnership Exchange for UNIDO, Zanzibar National Chamber of Commerce, Industry and Agriculture, (2015).
- Progress Report on Business Information Centre and Subcontracting Partnership Exchange for UNIDO, Zanzibar National Chamber of Commerce, Industry and Agriculture, (2016).
- Development Partners Group Tanzania (2014) “Strengthening Aid Effectiveness”, Dar es Salaam, June (www.tzdpgr.or.tz accessed 26 June 2014).

2nd cluster: Value Chain Development, Industrial Upgrading, Entrepreneurship

- Industrial Upgrading & Modernization Programme. Tanzania: Industrial Upgrading and Modernization Project: Taking you and your Industry to the Next Level, UNIDO, (2013).
- Industrial Upgrading and Modernization Project (IUMP) for Tanzania Inception Report, UNIDO, (2012).
- Draft Report: Tanzania Industrial Upgrading and Modernization Project (TIUMP) Mid-Term Evaluation. Industrial Upgrading & Modernization Programme and UNIDO, (2015).
- Tanzania Industrial Upgrading and Modernization Project: Second Steering Committee Meeting Held on 22nd February, 2013: Project Progress Report. Upgrading Unit Tanzania. (2013).
- Tanzania Industrial Upgrading and Modernization Project: Third Steering Committee Meeting Held on 24 January 2014: Project Progress Report. Upgrading Unit Tanzania. (2014).
- Tanzania Industrial Upgrading and Modernization Project: Fifth Steering Committee Meeting Held on September 2014: Project Progress Report. Upgrading Unit Tanzania. (2014).
- African Agribusiness and Agro-Industries Development Initiative (3ADI) Public Private Partnership (PPP) Project, SAP# 120113: Progress Report: Identification Phase. Period Reporting: October 2013 – April 2014, UNIDO, (2014).
- Project Document 120113: 3ADI PPP Platform – promotion of innovative public private partnership, UNIDO, (2014).
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3rd cluster: Environment and Energy

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- Booklet - Small Hydropower Centre, Tanzania (No reference).
- Status of implementation of UNIDO/GEF4 project “Mini-grids based on small hydropower sources to augment rural electrification in Tanzania”, draft (2016).
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- Back-to-office mission report, Kisakasaka village, Zanzibar Sugar Factory – Mahonda, Zanzibar, Tanzania (2013).
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- Minutes for the National Project Steering Committee Meeting, Project: SAP ID 140077 – “Promotion of Waste to Energy Technologies for Agro-Industries in Tanzania” (2016).
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- Focus group meeting report, “Partnership for promotion of bioethanol as clean alternate fuel for cooking in Tanzania”, UNIDO, (2016).
- Renewable Energy in Africa, Tanzania Country Profile, African Development Bank Group, (2015).

Annex 7. Project information sheets

1st cluster: Policy, National Systems, Statistics, Trade

Project ID / Short title / Type	100028 / Trade capacity building/ National	Cluster / Area	Policy, National Systems, Statistics, Trade - <u>Trade Promotion</u>
Main counterparts	MITI, TANEXA, GSI, FCC, SIDO, zMTIM, SMEs, ZNCCIA		
Short descriptions	The project aimed to support SMEs that had not obtained certification of their products, particularly agro-processors, to access domestic, regional and international markets for their produces. The project was to support the Fair Competition Commission to raise public awareness on the economic, social and health effects of counterfeit products.		
Gender	<ul style="list-style-type: none"> No information 		
Youth	<ul style="list-style-type: none"> No information 		
Major results	<ul style="list-style-type: none"> Manual titled 'Simplified Export Procedures for agro-processing SME exporters in Tanzania' developed. Awareness raised on requirements and procedures for domestic and international trade. An intranet to ease internal processes at Fair Competition Commission developed. Public awareness on the economic and health consequences of consuming counterfeit products created. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	<ul style="list-style-type: none"> Not exploited are synergies with SPX, synergies with cluster two projects that focus on value chains processes. 		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No ⁶⁵
		Delivery of funding/ inputs	Somehow sufficient.
		Coordination HQ FO	Project managed at Field Offic.

⁶⁵ Part of the Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015 document; M&E under UNDAF.

Project ID / Short title / Type	100348 / Industrial policy capacity building / National	Cluster / Area	Policy, National Systems, Statistics, Trade - <u>Industrial policy & statistics</u>
	109028 / Industrial statistics capacity building / National		
	120302 National Systems of Innovation (TSNI) Survey		
Main counterparts	Ministry of Industry and Trade (MITI); Zanzibar Ministry of Trade, Industries and Marketing (zMTTI); CTI; NBS; REPOA; POPC; zMTIM; zVPO		
Short descriptions	The projects aimed to support the development of statistics as basis for evidence-based industrial policies to generate strategic industrial information to design and implement industrial policies (by MITI), inter alia through capacity building and transferring UNIDO's industrial diagnosis methodologies.		
Gender	• No information		
Youth	• No information		
Major results ⁶⁶⁶⁷	<ul style="list-style-type: none"> • Census of Industrial production (2013). • Two (2012&2016) Tanzania Industrial Competitiveness Report (TICR). • Industrial Intelligence Unit (IIU). • 3 Policy briefs (2015) published. • Capacity building at MITI to produce industrial statistics reports (see above) to support the policy formulation. • NBS staff trained to conduct statistical analysis. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	• Strong synergies among these projects		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No ⁶⁸
		Delivery of funding/ inputs	UNDAP—not predictable.
		Coordination HQ FO	Counterparts benefitted from UNIDO's HQ technical support. Field office support is important.

⁶⁶ Long term capacity building desired given the complexity of UNIDO's methodology and tools used i.e. statistical software.

⁶⁷ The developed/enhanced skills contributed to the analysis used in developing the FYDP 2016/17-2021/22.

⁶⁸ Part of the Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015 document; M&E under UNDAP.

Project ID / Short title / Type	102208 / SPX in Tanzania / National	Cluster / Area	Policy, National Systems, Statistics, Trade - <u>Trade Promotion</u>
Main counterparts	TIC, ZIPA, TCCIA, CTI, MITI		
Short descriptions	<p>The project aimed at supporting local agencies in better understanding the impact of FDI in the country as well as to improve the targeting of new investment to benefit industrial development objectives. The investment output aimed to support the establishment of private sector systems and networks to promote linkages between supply chains.</p> <p>The SPX component aimed to assist in the establishment of an Industrial Subcontracting and Partnership Exchange Centre in Tanzania to provide information and advisory services to SMEs and facilitate their linkages with big international firms.</p>		
Gender	<ul style="list-style-type: none"> No information 		
Youth	<ul style="list-style-type: none"> No information 		
Major results	<ul style="list-style-type: none"> An Industrial Subcontracting and Partnership Exchange Centre established in the Mainland and Zanzibar. 1 matchmaking facilitated by the SPX Center to a joint investment. Over 290 companies have been profiled, 23 benchmarked. 5 companies linked to buyers and investors. 1 company won a contract. A Tanzania Investor Survey Report produced. 		
Assessment of results	<input type="checkbox"/> on track <input checked="" type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	<ul style="list-style-type: none"> Synergies with project 109028 Potential for synergies with appropriate upgrading companies i.e. leather, tourism and hotel (ongoing UNIDO projects) 		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No ⁶⁹
		Delivery of funding/ inputs	Unpredictable.
		Coordination HQ FO	Collaboration between TCCIA and UNIDO with frictions. Field office support valued, e.g. technical expertise.

⁶⁹ Part of the Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015 document; M&E under UNDP.

Project ID / Short title / Type	102209/ BICs in Zanzibar/ National	Cluster / Area	Policy, National Systems, Statistics, Trade - <u>Trade Promotion</u>
Main counterparts	zMESWYWC, zMTIM, ZNCCIA		
Short descriptions	This project aimed at establishing a Business Information Centre (BIC) inside the Zanzibar National Chamber of Commerce, Industry and Agriculture (ZNCCIA), with the purpose of assisting entrepreneurs in conducting their business through, inter alia, facilitating access to information and enhancing IT capacity.		
Gender	<ul style="list-style-type: none"> No information 		
Youth	<ul style="list-style-type: none"> No information 		
Major results	<ul style="list-style-type: none"> Business information centre established in the ZNCCIA. The Centre has attracted clients to the host ZNCCIA. Moderate awareness and utilisation of business information services. 		
Assessment of results	<input type="checkbox"/> on track <input checked="" type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	<ul style="list-style-type: none"> Synergies with SPX projects. Potential synergy with the business incubator in Zanzibar. 		
Relevance and strategic positioning	Efficiency: Quality of programme management and implementation		
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned	Project documentation available	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No ⁷⁰
	<input type="checkbox"/> partly aligned	Delivery of funding/ inputs	Unpredictable.
	<input type="checkbox"/> not aligned	Coordination HQ FO	Consultant assisted coordination with project staff in the Field Office and HQ.

⁷⁰ Part of the Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015 document; M&E under UNDP.

Project ID / Short title / Type	120288/ SME Policy Implementation Review	Cluster / Area	Development of Industrial Policies
Main counterparts	Brela, BPRA, MIT, NBS, REPOA, SIDO, zMTIM		
Short descriptions	The objective of this project was to conduct an SME Policy Implementation Review based on the policy advice provided during the preparation of the Tanzania SME Policy in 2003. The results of the review, to be conducted in a collaborative manner with stakeholders, were to be presented and disseminated at a stakeholder workshop. A similar review was to be conducted in Zanzibar in 2016.		
Gender	• No information		
Youth	• No information		
Major results	Report published: SME development Policy (2003) Implementation Review (see MITI 2013). There were disagreements between the understanding of UNIDO and that of MITI and MTIM, who expected the process to end with new/updated SME Policy documents.		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	None		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input type="checkbox"/> fully aligned <input checked="" type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No ⁷¹
		Delivery of funding/ inputs	As planned.
		Coordination HQ FO	Although HQ support appreciated, the exercise undermined ownership by nationals.

⁷¹ Part of the Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015 document; M&E under UNDP.

2nd cluster: Value Chain Development, Industrial Upgrading, Entrepreneurship

Project ID / Short title / Type	100228 / Value chain support - leather industry / National	Cluster / Area	Value Chain Development, Industrial Upgrading, Entrepreneurship – <u>Projects supporting specific industries</u>
Main counterparts	<p>Main counterparts: UNIDO, FAO and IFAD, Small Industries Development Organization (SIDO) of the Ministry of Industry and Trade (MIT), NGO “Equal Opportunities for All Trust Fund”, SNV, VETA.</p> <p>Location: Mwanza, Iringa and Mbeya, Morogoro, URT</p>		
Short descriptions	<p>Leather industry: the setting up of a strong training and capacity strengthening program for owners and employees in the butchering/leather business, so workers in the leather processing businesses and butcheries get decent employment and earn an adequate share from the value added in the final product.</p>		
Gender	<ul style="list-style-type: none"> • Yes 		
Youth	<ul style="list-style-type: none"> • Yes 		
Major results	<ul style="list-style-type: none"> • A leather training e-learning course in coordination with the Dar es Salaam Institute of Technology (DIT) and the Leather Association of Tanzania (LAT). • Necessary maintenance on the machines at DIT by consultant. • Multiple systematic trainings courses for trainers and other participants, amongst others a training activities of 10 days duration to 9 participants. • Introduction of the trainees to www.leatherpanel.org. • Govt was banking on DIT Mwanza campus given their work in the leather sector. • More than 400 persons (mainly SMEs) have been trained by DIT-Mwanza during the past 5 years. eLearning enabled DIT to reach many areas of Tanzania, including Zanzibar, even some persons from Somali. • Post-project, DIT-Mwanza campus will run this course and cover all of the country, including Zanzibar – will be approx. 60-80 SME participants per year. (e.g. 4 sessions of 20 participants); • Basic Technician Certificate in Leather Projects Technology – now have full registration for the course from the National Council for Technical Education. • Assistance of project in preparation of policy recommendations for the leather Sector –April policy - Presented by Sals Raman (Indian Expert) to MITI. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	<ul style="list-style-type: none"> • Synergies with Pakistan Leather Competitiveness Improvement Programme (PLCIP)⁷² 		
Relevance and strategic positioning	Efficiency: Quality of programme management and implementation		
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not complete
		Delivery of funding/ inputs	As planned
		Coordination HQ FO	Coordination with project staff in FO and HQ

⁷² A contract will be signed with UNIDO for the translation of the Footwear Pattern Engineering (UNIDO eLearning course) into Urdu, at PLCIP's cost

Project ID / Short title / Type	101171/ Value chain support – cashew nut & red meat industries / National	Cluster / Area	Value Chain Development, Industrial Upgrading, Entrepreneurship – <u>Projects supporting specific industries</u>
Main counterparts	Main counterparts: UNIDO, FAO and IFAD, Small Industries Development Organization (SIDO) of the Ministry of Industry and Trade (MIT), NGO “Equal Opportunities for All Trust Fund”, SNV, VETA.		
Short descriptions	<p>The project aims to develop pilot projects demonstrating that:</p> <ul style="list-style-type: none"> Hygienic low-cost slaughtering facilities (with a capacity of around 100-150 cattle as well as 100-150 sheep and goats per day) can be set up and run successfully by applying a sustainable business model. Small cashew nut farmers, processors and local entrepreneurs supported to engage in processing and developing the value chain to achieve increased competitiveness in international cashew-nut markets. Specifically for the Cashew nuts value chain: i) support for 6 processing units on the community level improve their business model & production and link them to 2 buyers. ii) Agreement from the Tanzania Investment Bank to provide preferential loans to the groups had been reached. iii) SIDO responsible for developing the businesses models and together with the NGO “Equal Opportunities for All Trust Fund” the technical training and follow up. Specifically for the Meat and leather industry: i) pick up three promising slaughterhouse installation projects initiated by councils in Iringa, Mbeya and Morogoro municipalities, and develop business models. ii) Follow-ups on the organizational set-up in collaboration with SNV. iii) Training by VETA in Dodoma (technical training) and SIDO (business training). iv) Build two small slaughter slabs in Iringa and Mbeya rural districts, furnished with low-cost slaughter slab technology, support local butchers to apply good practices in meat handling and processing. 		
Gender	<ul style="list-style-type: none"> Limited attention 		
Youth	<ul style="list-style-type: none"> Limited attention 		
Major results	<ul style="list-style-type: none"> Establishment of 2 small-scale slaughter houses and 2 abattoirs in Mbeya and Iringa; SIDO-Cluster Cashew Nut factory improved and accommodated with equipment, increasing the production of the factory from 80 kilograms per eight-hour shift to a total of 1.5 tonnes per shift. A comprehensive assessment of the meat and cashew sector. As per 1 August 2015, a total of over 270 new jobs have been created. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages	A biogas plant was installed in the Iringa District slab funded by this project. Staff working on projects supporting the energy component of the CP, including project 103176, participated in conducting technical feasibility of constructing the biogas plant, reviewing the designs and supervising the construction.		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> Not complete
		Delivery of funding/ inputs	Not predictable
		Coordination HQ FO	Coordination with project staff in FO and HQ.

Project ID / Short title / Type	101185/ UNDAP support - 3ADI PPP value chain / National	Cluster / Area	Value Chain Development, Industrial Upgrading, Entrepreneurship – <u>Projects supporting specific industries</u>
Main counterparts	Ministry of Industry and Trade (MITI); Ministry of Livestock and Fisheries (MLFD); Small Industries Development Agency (SIDO); SNV, Cashew Nut Company Locations: Mtwara, Lindi, Iringa, Mbeya Regions		
Short descriptions	This project, together with 100228 (leather industries) and 101171 (cashew and meat industry) were meant as one integrated value chain project. Value chain diagnosis studies on cashew, red meat and leather were conducted; thereafter, leather and meat and cashew were supported under specific projects.		
Gender	<ul style="list-style-type: none"> Limited attention 		
Youth	<ul style="list-style-type: none"> Limited attention 		
Major results	<ul style="list-style-type: none"> Value chain diagnosis documents developed 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	<ul style="list-style-type: none"> Synergies originally planned, lost in the course of implementation. 		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> Not complete
		Delivery of funding/ inputs	Not predictable
		Coordination HQ FO	Coordination with project staff in FO and HQ.

Project ID / Short title / Type	102175/ UNDAF support - Industrial Upgrading and Modernization / National	Cluster / Area	Value Chain Development, Industrial Upgrading, Entrepreneurship - <u>Projects supporting specific industries</u>
Main counterparts	PTC/BIT/CUP/TCCIA/ZnCCIA/SIDO/TANTRADE/BRELA/MITI/TIRDO/TEMDO/CAMARTEC/TFDA/CTI/EPZ/FCC/TBS		
Short descriptions	<p>The Tanzania IUMP aimed at promoting competitive industrial production, improving quality and quantity of industrial output and facilitating market access at national, regional and international levels for selected local private sector enterprises.</p> <p>It also aimed at building country's institutional and technical capacity to deliver appropriate services for local industrial enterprises via provision of the necessary trainings and advisory support on technology and business processes management, and the establishment of the Upgrading Unit Tanzania (UUT), which was housed at Tanzania Industrial Development Organization (TIRDO), with no institutional relationship.</p>		
Gender	<ul style="list-style-type: none"> No information 		
Youth	<ul style="list-style-type: none"> No information 		
Major results⁷³	<ul style="list-style-type: none"> The UUT is staffed with an international expert acting as Head of Unit, a technologist, an assistant and a driver (Year 2 Progress report). Out of the participating 19 SMEs supported, a number was supported in upgrading their output (dairy, sunflower oil); Established cluster of sunflower oil processors in Dodoma region. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	<ul style="list-style-type: none"> Limited synergies with project 150054, "Youth employability" 		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available ⁷⁴	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> Not complete
		Delivery of funding/ inputs	Not predictable
		Coordination HQ FO	Coordination with project staff in FO and HQ

⁷³ Source: Final Evaluation Report

⁷⁴ Project document included in Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015

Project ID / Short title / Type	120104/ SECO - Tourism market access for horticultural products / National	Cluster / Area	Value Chain Development, Industrial Upgrading, Entrepreneurship – <u>Projects supporting specific industries</u>
Main counterparts	Implementing entities: ILO, ITC, UNCTAD, UNIDO and Ministry of Industry and Trade (MIT).). UNOPS coordinating including reporting to the UNDP system. Stakeholders: Hotel Association of Tanzania, Responsible Tourism Tanzania, Ministry of natural Resources and Tourism - National College of Tourism.		
Short descriptions⁷⁵	The project aimed to increase productive capacity in horticulture producers and in the supply of high value agro-products that include organic produce and facilitate lasting linkages between suppliers and hotels with the scope to include international exports. It also aimed at increasing the quantity and quality of local tourism trainers that can adequately respond to the demands of the industry and enhance capacity of the national tourism training colleges.		
Gender	• Yes		
Youth	• Yes		
Major results	<ul style="list-style-type: none"> • Strengthened linkages of processors to hotels and supermarket options, e.g. Darsh Industries signed 10 new hotels and supermarkets over recent months; • TIRDO and TEMDO quality inspection capacity of food production strengthened; • Processors commenced implementing HACCP quality Food Safety Management System up to certification stage. • Working with the local 3 processing companies to help them meet international standards. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies	• Synergies with project 102175, “Industrial upgrading”		
Relevance and strategic positioning	Efficiency: Quality of programme management and implementation		
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available ⁷⁶	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		Delivery of funding/ inputs	As planned
		Coordination HQ FO	Coordination with project staff in FO and HQ.

⁷⁵ The project is aligned to the Horticulture and Tourism Components of the Government of Tanzania’s Trade Sector Development Programme (TSDP)

⁷⁶ Project document included in Country Program of Technical Cooperation with the United Republic of Tanzania 2011-2015

Project ID / Short title / Type	120113/ Regional - 3ADI PPP (sea weed value chain in URT) / Regional	Cluster / Area	Value Chain Development, Industrial Upgrading, Entrepreneurship – <u>Projects supporting specific industries</u>
Main counterparts	Zanzibar Government, Private sector (Seaweed Company Ltd)		
Short descriptions	A feasibility study demonstrating the low profitability of pursuing Carrageenan products, emerging technologies, new processes and innovative products were considered to increase the size of spinosum markets. These technologies process fresh, live seaweed converted to juice and pulp using packaged processing units near farm sites. The resulting products would be of interest to agricultural nutrient and hydrocolloid markets within three years.		
Gender	<ul style="list-style-type: none"> • Yes 		
Youth	<ul style="list-style-type: none"> • No information 		
Major results	<ul style="list-style-type: none"> • An agricultural nutrient, growth enhancer, from refined Carrageenan for plants, animals was identified as a promising product through the feasibility analysis. • Jointly with an investor, a plant is will be built soon, the investor is providing 700k\$ and UNIDO 150k\$. • Price stabilization and securing markets for over 1000 farmers is expected⁷⁷. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies	<ul style="list-style-type: none"> • None 		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		Delivery of funding/ inputs	As planned
		Coordination HQ FO	Coordination with HQ.

⁷⁷ Too early to assess.

Project ID / Short title / Type	150054/ Youth Employability and Entrepreneurship / National	Cluster / Area	Value Chain Development, Industrial Upgrading, Entrepreneurship – <u>Youth entrepreneurship</u>
Main counterparts	Ministry of Labour and Employment (MoLE); Ministry of Industry and Trade (MITI), Mainland; Ministry of Empowerment, Social Welfare, Youth Women and Children (MESWYWC); Ministry of Trade, Industry and Marketing (Zanzibar)		
Short descriptions	<p>The project aimed to establish a structured intern/trainee programme for graduate students from Tanzania mainland as well as Zanzibar in order to improve graduate employability in the local private sector (MSMEs)..</p> <p>For Zanzibar, technical assistance was requested to strengthen capacities and expand the outreach of the first Zanzibar Technology and Business Incubator (ZTBI).</p> <p>For Tanzania mainland, the project was to support the University of Dar es Salaam Entrepreneurship Centre (UDEC) in the areas of strategic planning, design and delivery of quality entrepreneurship training to students, and provision of incubation/ BDS services to MSMEs.</p>		
Gender	<ul style="list-style-type: none"> • Yes 		
Youth	<ul style="list-style-type: none"> • Yes 		
Major results	<ul style="list-style-type: none"> • Successful internship programme resulted in the government’s request to develop national internship framework. • Provided youth with opportunities to gain relevant and practical experience, thus improving their chances of employment, bridging the gaps between the private sector needs (demands) and the skills of graduates (supply). • Strong demonstration impact from the pilot internship programme, and strong prospects for sustained impact. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies	<ul style="list-style-type: none"> • Internships provided to companies under project 102175, Industrial Upgrading and Modernization. 		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		Delivery of funding/ inputs	As planned
		Coordination HQ FO	Coordination with HQ mostly

3rd cluster: Environment and Energy

Project ID / Short title / Type	100127 / Stockholm Convention on POPs / National	Cluster / Area	Energy and environment – <u>Stockholm Convention</u>
	104063 / NIPs in African LDCs of the SADC / Regional		
Main counterparts	Vice President's Office (VPO); Ministry of Agriculture, Food Security Cooperatives; Ministry of Health and Social Welfare; Ministry of Constitutional and Legal Affairs; Ministry of Finance – Customs; Ministry of Industry, Trade and Investment		
Short descriptions	<p>Under GEF assistance, the national project aimed to equip the DoE to fulfil its specific obligations under the SC to review, update and submit the NIP to the Convention Conference of Parties (COP).</p> <p><i>The regional project aimed at capacity building, and to create a regulatory and institutional enabling environment that will greatly facilitate the cost-effective implementation of the Stockholm Convention by the Least Developed Countries (LDCs) in the SADC Sub-region.</i></p>		
Gender	<ul style="list-style-type: none"> Under the national project, an assessment was conducted of the gender implications of national new POPs use and reduction. 		
Youth	<ul style="list-style-type: none"> No information 		
Major results	<ul style="list-style-type: none"> NIP to be endorsed by the Government and submitted to the SC Conference of Parties. Inventories of new POPs (and updating of initial 12 POPs) validated by relevant stakeholders. <i>Ongoing remediation pilot project to clean up one POP contaminated site in Tengeru, Arusha and Morogoro - Tanzania benefited from the experience of the pilot demonstration of BAT/BEP.</i> <i>Enforcement of improved legislation.</i> 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation	<ul style="list-style-type: none"> Good synergies between both projects Synergies with agricultural projects should be sought; it should be UNIDO's approach to add a pesticide control dimension in all agricultural projects 		
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		Delivery of funding/ inputs	As planned.
		Coordination HQ FO ⁷⁸	Counterparts valued UNIDO's HQ support as very helpful. Most contacts with HQ, field office support as necessary, e.g. with custom clearance.

⁷⁸ Coordination is a challenging cross-cutting issue: Procurement plans and processes are initiated at HQ, often not communicated timely and properly to the FO, causing pressure on the FO, accumulation wharfage, sometimes high consignment clearance costs and delayed delivery on site.

Project ID / Short title / Type	100165 / UNDAP support - waste recycling / National - Mainland and Zanzibar	Cluster / Area	Energy and environment - <u>Waste management</u>
	104180 / UNDAP support - E-waste management / Mainland and Zanzibar		
Main counterparts	Ministry of Energy and Minerals (MEM); Zanzibar Environmental Management Agency (ZEMA), formerly VPO; Tanzania Cleaner Production Centre (TCPC)		
Short descriptions ⁷⁹	The projects aim to deliver technical assistance and tools to key national institutions and stakeholders for implementing effective waste management strategies, including improving regulations relating to environment and climate change. NEMA was to provide licenses to waste processors. The projects dealt with e-waste and plastic recycling.		
Gender	• No information		
Youth	• No information		
Major results ⁸⁰	<ul style="list-style-type: none"> • Environmental impact assessments conducted. • <i>E-waste regulation submitted to the government.</i> • <i>Zanzibar - E-waste report completed: a study on volume conducted of e-waste inventory.</i> • <i>Design of a pilot project for a dump to improve solid waste dump sites – resources not mobilized.</i> 		
Assessment of results ⁸¹	<input type="checkbox"/> on track <input checked="" type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation ⁸²			
• UNIDO waste management projects not linked to other UNDP interventions, most funding under UNDP interventions			
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available ⁸³	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		Delivery of funding/ inputs	Somewhat unpredictable.
		Coordination HQ FO	Coordination mostly with HQ.

⁷⁹ Mixed waste dump was located in the court of the municipality agency, scavengers sorted waste by hand, separating valuables, cables.

⁸⁰ Contacts with plastic recycling companies and waste collectors established; worked with experts to develop business models; waste volumes not enough to justify a recycling facility; business model necessary;

⁸¹ Stakeholder in ZNZ viewed the results of the projects mostly as paper work; a large project for a sanitary dump being implemented with WB funding; Stakeholders expressed views that UNIDO worked well but should have formulated proposals with other agencies providing funding;

⁸² Complicated coordination among UN agencies in waste management and climate change working group;

⁸³ Reporting through UDAP platform, no access to the evaluation team;

Project ID / Short title / Type	100261 / Mini-grids / National	Cluster / Area	Energy and environment - <u>Mini-grids</u>
Main counterparts	MEM (Ministry of Energy and Minerals); VPO (Vice President Office); REA (Rural Energy Agency); CoET (College of Engineering and Technology, University of Dar es Salaam); Project developers; Technical institutions		
Short descriptions⁸⁴	The project aimed to promote SHP-based mini grids to augment rural electrification and reduce dependency on carbon intensive energy options, the use of small diesel generators and thus emissions of GHGs into the atmosphere. Through GEF, private and national funding, a nominal capacity of 4881 KW SHP based mini-grids will be installed in 8 sites.		
Gender	• No information		
Youth	• No information		
Major results (expected by project end, December 2016)⁸⁵	<ul style="list-style-type: none"> • When all SHPs are operating, emissions will be reduced by 16,782 t CO2 per year. • By project end, reliable energy will be provided mostly to establishments of Corporate Social Responsibility, e.g., a major flower producer (KILIFLORA), employing 1200 workers, providing electricity and social economic benefits to thousands of underprivileged women and youth. • The project paid for the licence of cross flow turbines designed in Indonesia, now with the SHP centre established at the CoET at the University of Dar es Salaam.⁸⁶ • Stakeholders' capacity developed, e.g. further to a fellowship in Indonesia, an entrepreneur was able to build a larger turbine for his own farm (10kW) plus two 50kW SHP for Arusha National Park. 		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation⁸⁷			
<ul style="list-style-type: none"> • Rural electrification through SHP fully aligned with Government priorities; altogether, GEF, private, and REA funding amounted to \$13.5, i.e. the second largest UNIDO project being implemented in URT 			
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		Delivery of funding/ inputs	As planned.
		Coordination HQ FO	<ul style="list-style-type: none"> • The team at UNIDO FO had a significant role and high visibility. • Coordination both with project staff in FO and HQ.

⁸⁴ The project supports REA efforts to promote energy access in rural areas as a supplement to grid extension efforts;

⁸⁵ SHP investment costs are quite high, continued funding will be challenging;

⁸⁶ The SHP Centre aims to provide technical and entrepreneurial support for the further development of mini-grids (the estimated potential for hydropower is of 450 MW while the current installed capacity is 25 MW) – further efforts necessary to raise awareness vis-à-vis the SHP centre;

⁸⁷ There is a plan for integrating the SHP centre in the CoET with the information and learning centre that will be established under project 140077, "Waste-to-energy applications", and ultimately embed both under the National Energy Centre for Excellence (NECE);

Project ID / Short title / Type	103176 / Renewable energy / National	Cluster / Area	Energy and environment – <u>UNDAP: Environment and Climate Change</u>
Main counterparts	Ministry of Energy and Minerals (MEM); Small Industries Development Organization (SIDO); Science, Technology and Innovation Policy Research Organization (STIPRO); Environmental Protection Agency, Zanzibar (formerly VPO); Kisakasaka village, Zanzibar		
Short descriptions	In places where no other power sources or gensets are available, kerosene is used for lighting and cooking. These energy sources, apart from causing health problems to the local communities, also continue to increase the global warming by emitting GHGs into the atmosphere. The project aimed, inter alia, at promoting the wider application of waste-to-energy and the use of alternative fuels.		
Gender	<ul style="list-style-type: none"> The introduction of ethanol cook stoves in Zanzibar put a special focus on gender dimension, e.g. the reduction of efforts for fuelwood collection, ease to prepare meals and cleanliness of the stoves. 		
Youth	<ul style="list-style-type: none"> No information 		
Major results	<ul style="list-style-type: none"> A feasibility study conducted for project 101171, “Value chain support – meat industry” and a biogas plant installed at Iringa in conjunction with a slab. In Zanzibar, a feasibility study led to the introduction of ethanol cook stoves for 125 families, and to significant improvements air quality in the households.⁸⁸ The attempt to rehabilitate the Kisakasaka village rural energy centre, near Stone Town in Zanzibar, aiming at giving access to energy with solar and biogas to a kinder garden and a school, failed because the grid reached the area and the project was abandoned due to lack of commitment of the community. 		
Assessment of results	<input type="checkbox"/> on track <input checked="" type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation			
<ul style="list-style-type: none"> Synergies with project 101171, “Value chain support – meat industry” (see above) Based on the results of the ethanol cook stoves pilot in Zanzibar (see above), the Gov. awarded a GEF6 preparatory fund under project 150208 “Bio-ethanol as fuel for cooking” 			
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available ⁸⁹	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		Delivery of funding/ inputs	Unpredictable funding
		Coordination HQ FO	<ul style="list-style-type: none"> The team at UNIDO FO had significant role and visibility. Coordination both with project staff in FO and HQ.

⁸⁸ The Environmental Protection Agency in Zanzibar regretted this project was implemented without their full awareness, ownership was low;

⁸⁹ Reporting through UDAP platform, no access to the evaluation team;

Project ID / Short title / Type	120319 / Waste-to-energy applications / National / Preparatory assistance	Cluster / Area	Energy and environment – <u>Waste-to-energy (WTE)</u>
	<i>140077 / Waste-to-energy applications</i>		
Main counterparts	MEM (Ministry of Energy and Minerals); VPO (Vice President Office); University of Dar es Salaam, Institute of Technology (UDSM-DIT); MEM (Ministry of Energy and Minerals) Zanzibar		
Short descriptions	<p>The project aims to promote the application of biomass and biogas technologies for electricity generation in agro-industries due to their potential for greenhouse gas (GHG) emissions reduction.</p> <p>The project aims at building capacity, demonstrating technologies and creating a favourable investment environment.</p>		
Gender	<ul style="list-style-type: none"> The plan is to support and involve women in the knowledge of waste-to-energy technologies and mainstream gender relation in the activities of consultants and experts – gender related baseline data provided in documentation. 		
Youth	<ul style="list-style-type: none"> No information 		
Major results (expected by project end, 2019)⁹⁰	<ul style="list-style-type: none"> 6.8 MW cumulative capacity will be developed, leading to the reduction of 328,877 t CO₂, with the involvement of private investors; soft loans strategies designed to incentivize the replication of up to 15MW, with an overall CO₂ reduction of 725,464 t. Capacity developed for 50 policy makers, 50 institutions, plus industries and project developers. Information and learning centre established in UDSM, ultimately to be embedded in a National Energy Centre for Excellence (NECE) (jointly with the SHP Centre at the CoET). 		
Assessment of results⁹¹	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation⁹²			
<ul style="list-style-type: none"> Successful waste-to-energy applications under project 103176 “Renewable energy” [a biogas plant installed in the Iringa District in conjunction with a slab built under project 101171, “Value chain support - meat industry”] paved the way to this project. 			
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		Delivery of funding/ inputs	Too early to be assessed..
		Coordination HQ FO	<ul style="list-style-type: none"> Coordination both with project staff in FO and HQ.

⁹⁰ The expected outcomes include the increased investments in WTE technologies (5,277,000 US\$ GEF grant and a total project investment of 26,750,000 US\$);

⁹¹ Too early to be assessed;

⁹² Planned integration of the Information and Learning Centre with the SHP Centre in the CoET;

Project ID / Short title / Type	150208 / Bio-ethanol as fuel for cooking / Preparatory assistance	Cluster / Area	Energy and environment – <u>Alternative fuels</u>
Main counterparts	Ministry of Energy and Minerals (MEM); Vice President Office (VPO) – Division of Environment; (zVPO) Vice President’s Office, Department of Environment, Zanzibar; College of Engineering and Technology, (CoET) of the University of Dar es Salaam; Tanzania Bureau of Standards (TBS); Distilleries; Cook stove manufacturers TBD		
Short descriptions	<p>Tanzania's cooking energy requirements in urban and rural households are mainly met through charcoal and fuel wood respectively having serious impacts on people's health, as well as the environment.</p> <p>The GEF 6 funded project aims to replace this usage with bio-ethanol cook stoves by promoting the adoption of clean cooking practices using alternate fuels like bio-ethanol, establishing distilleries for producing fuel grade bio-ethanol, and supporting the local fabrication of bio-ethanol cook stoves. Capacity development, policy framework; production and market network.</p>		
Gender	<ul style="list-style-type: none"> • A gender-analysis planned to define concrete targets of female participation and a strategy to give equal opportunities to both women and men. 		
Youth	<ul style="list-style-type: none"> • No information 		
Major results (expected by project end, 2022)	<ul style="list-style-type: none"> • Local manufacturing of ethanol cook stoves facilitated - ethanol cook stoves retailed (around 28,000). • Ethanol plants (large, medium and micro distilleries) for a cumulative capacity of 120,000 liters per day facilitated. • Capacity developed for 100 policy makers, entrepreneurs interested on micro-distilleries, national experts, renewable energy (RE)/technical institutions, banks/financial institutions, engineering companies, NGOs/ civil society organizations (CSOs), other target groups (30 in each group). 		
Assessment of results⁹³	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation			
<ul style="list-style-type: none"> • This project is consequential of the pilot study completed by UNIDO under project 103176, “Renewable energy” on ethanol as cooking fuel in Zanzibar (a 2,457,078 US\$ GEF grant and a total project investment of 10,450,500 US\$). 			
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		Delivery of funding/ inputs	Too early to be assessed.
		Coordination HQ FO	<ul style="list-style-type: none"> • Coordination both with project staff in FO and HQ.

⁹³ Too early to assess;

Project ID / Short title / Type	100304 / UNDAP coordination - environmental cluster	Cluster / Area	Energy and environment - <u>UNDAP coordination</u>
Main counterparts	UNDAP Coordination Groups		
Short descriptions	The purpose is to monitor environment and energy projects under UNDAP to ensure that their implementation is according to plan and recommend timely actions and corrective measures for factors which would be identified as potential threats.		
Gender	• No information		
Youth	• No information		
Major results	• UNDAP reports		
Assessment of results	<input checked="" type="checkbox"/> on track <input type="checkbox"/> partially on track <input type="checkbox"/> not on track		
Synergies, linkages, cooperation			
• Relates to UNDAP energy and environment projects			
Relevance and strategic positioning		Efficiency: Quality of programme management and implementation	
Project coherence to national priorities and sector needs	<input checked="" type="checkbox"/> fully aligned (under UNDAP goals) <input type="checkbox"/> partly aligned <input type="checkbox"/> not aligned	Project documentation available	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		Delivery of funding/ inputs	As planned
		Coordination HQ FO	<ul style="list-style-type: none"> • Coordination both with project staff in FO and HQ.



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