

COUNTRY
PORTFOLIO
EVALUATION

Tanzania (1992–2012) Evaluation Report



GLOBAL ENVIRONMENT FACILITY
INDEPENDENT EVALUATION OFFICE

GEF Country Portfolio Evaluation: Tanzania (1992–2012)

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EVALUATION REPORT NO. 100

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Foreword

The Tanzania Country Portfolio Evaluation (CPE) is one of three country-level evaluations that examines Global Environment Facility (GEF) support in Sub-Saharan Africa during the fifth replenishment period. The GEF has been active in Tanzania almost since its inception.

Tanzania was selected primarily on the basis of its having a diverse portfolio containing projects in almost all GEF focal areas as well as multifocal areas. It also has several completed/closed projects with significant emphasis on biodiversity and climate change, giving broader scope for reviewing sustainability and progress toward impact.

Tanzanian stakeholders specifically asked the evaluation to investigate whether GEF support had contributed not only to environmental benefits but also to country ownership and decision-making processes in Tanzania. The evaluation found the government of Tanzania used its own and donor funds to continue environmental protection initiated by GEF support for continued global environmental benefits.

The GEF Evaluation Office and the GEF Tanzanian operational focal point invited representatives from various stakeholder groups and institutions involved in GEF projects in the country in September 2013 to discuss the findings of the evaluation in Dar es Salaam. During the workshop, the context and methodology were presented, as well as the preliminary findings and emerging recommendations. A very fruitful open forum discussion followed.

The preliminary findings of the Tanzania CPE were presented to the GEF Council in June 2014. These were included in the *Annual Country Portfolio Evaluation Report 2014*, a report that synthesizes the main conclusions and recommendations from the country-level evaluation work conducted by the Office in Sub-Saharan Africa. Based on that report's recommendations, the GEF Council requested the GEF Secretariat to explore and pursue, where appropriate, the use of established Small Grants Programme country programs as service providers to implement community-level activities for larger GEF full- and medium-size projects.

The Tanzanian government did not provide a response to the evaluation; statements from the national independent quality assurance panelists are included as [annex A](#) of this report.

I would like to thank everyone who actively supported this evaluation. Through this report, the GEF Independent Evaluation Office intends to share the lessons from the evaluation with a wider audience.

The evaluation was conducted and completed when Rob D. van den Berg was Director of the GEF Independent Evaluation Office. Final responsibility for this report remains firmly with the Office.



Juha I. Uitto
Director, GEF Independent Evaluation Office

Acknowledgments

This report is the result of a collective effort. Baljit Wadhwa, Senior Evaluation Officer at the Independent Evaluation Office of the Global Environment Facility and Task Manager for the Tanzania Country Portfolio Evaluation, provided overall leadership to the study. The Office was supported by a team of national evaluators from the Economic and Social Research Foundation led by Hoseana Lunogelo and composed of Gratian Bamwenda, Apronius Mbilinyi, Violet Mbilima, Vivian Kazi, Tuli Msuya, Chris Mbotte, and Nyangi Chacha. Geoffrey Mwanjela also provided contributions in his role as an independent consultant. From the Independent Evaluation Office, Simon Blower and Sara El Choufi served as research assistants.

The evaluation was supported by a peer review

panel of three reputable national independent panel experts: Amos Enock Majule, Director, Institute for Resource Assessment, University of Dar-es-Salaam; Bakari Asseid, Deputy Principal Secretary (Natural Resources), Ministry of Agriculture and Natural Resources, Zanzibar and Technical Advisor to the Society for Natural Resources; and Ekingo Magembe, Head of the Poverty Monitoring Office in the Ministry of Finance unit responsible for implementation of the Poverty Reduction Strategy Plan Monitoring Master Plan.

The GEF operational focal point in Tanzania, Julius Ningu, Director of Environment, Vice President's Office under the Ministry of Natural Resources and Tourism, and his staff provided full cooperation and ensured a smooth evaluation process.

Abbreviations

CBD	Convention on Biological Diversity	NCSA	national capacity self-assessment
CBO	community-based organization	NEAP	national environment action plan
CPE	country portfolio evaluation	NGO	nongovernmental organization
DDT	dichlorodiphenyltrichloroethane	NIP	national implementation plan
FSP	full-size project	NSGRP	National Strategy for Growth and Reduction of Poverty
GDP	gross domestic product	PCB	polychlorinated biphenyl
GEF	Global Environment Facility	POP	persistent organic pollutant
GHG	greenhouse gas	PV	photovoltaic
IFC	International Finance Corporation	ROtI	review of outcomes to impact
LVEMP	Lake Victoria Environmental Programme	SGP	Small Grants Programme
M&E	monitoring and evaluation	STAR	System for Transparent Allocation of Resources
MACEMP	Marine and Coastal Environment Management Project	UNCCD	United Nations Convention for Combating Desertification
MKUZA	Zanzibar Strategy for Growth and Reduction of Poverty	UNDP	United Nations Development Programme
MSP	medium-size project	UNEP	United Nations Environment Programme
NAP	national action plan	UNFCCC	United Nations Framework Convention on Climate Change
NAPA	national adaptation program of action	UNIDO	United Nations Industrial Development Organization
NBSAP	national biodiversity strategy and action plan		

All dollar amounts are U.S. dollars unless otherwise indicated.

Hitimisho na Mapendekezo

1 Usuli

Tathmini za uwekezaji katika kutunza mazingira katika Nchi (Country Portfolio Evaluations [CPEs]) ni moja ya kazi muhimu za Ofisi ya tathmini ya Ofisi ya kujitegemea Baraza la Kituo cha Kimazingira Duniani.¹ Tathmini hizo, hutoa taarifa muhimu kwa Baraza la GEF (GEF Council) na nchi, kwa kutoa matokeo ya jumla yamiradi na utendaji katika ngazi ya kitaifa. Umuhimu na matumizi ya CPEs yataongezeka katika GEF-5 kutokana na ongezeko la msisitizo wa umiliki wa nchi na kuandaa miradikwa kuzingatia mahitaji ya nchi.

Baraza la Kituo cha Kimazingira Duniani limeweka utaratibu kwamba Ofisi ya tathmini ifanye Tathmini za miradi ya Nchi (CPEs) kila mwaka. Madhumuni ya jumla ya CPEs ni kutoa kwa Baraza la GEF na serikali za nchi husika, matokaeo ya tathmini na utendaji wa shughuli zinazofadhiliwa na GEF katika ngazi ya kitaifa, na jinsi shughuli hizi zinavyoingia katika mikakati ya serikali na vipaumbele pia katika mamlaka ya mazingira ya kimataifa ya GEF. Katika mwaka wa fedha wa 2013/14, Jamhuri ya Muungano wa Tanzania ilichaguliwa kwa ajili ya kufanyiwa tathmini.

Kama ilivyoielezawa katika hadidu za rejea (Kiambatisho F), Tanzania ilichaguliwa kwa kuzingatia namna ambavyo miradi yake ilivyosambaa katika maeneo yote muhimu yanayoangaziwa na GEF (viumbe hai, mabadiliko ya tabia nchi, uchafuzi wa mazingira, uharibifu wa ardhi na maeneo mengine mengi). Pia kuna idadi ya miradi iliyokamilika/iliyofungwa yenye mkazo muhimu katika viumbe hai na mabadiliko ya tabia nchi, hivyo kutoa wigo mpana kwa kupitia maendeleo endelevu ili kupata matokeo. Vilevile, Tanzania² ina miradi kadhaa ambayo inatekelezwa na mingine ipo katika hatua za mwisho za utekelezaji.

Tanzania ni nchi yenye uwezo mkubwa wa kuweza kutoa manufaa kimazingira duniani. Kwa kuzingatia changamoto za kimazingira za kitaifa na kimataifa zinazoikumba nchi, wadau wa kitaifa na kimataifa wamejitolea kuwekeza rasilimali ili kukuza na kuleta mwelekeo wenye maendeleo endelevu, unaolenga kukinga na kuthibiti maliasili na katika kuboresha na kuongeza mchango wa Tanzania katika mazingira Duniani. Kwa kuzingatia umuhimu wa mazingira na dhamira ya serikali ya kuyahifadhi, nchi imeridhia Mikataba mingi ya kimataifa na Makubaliano.

¹Orodha kamili ya mataifa yaliyoshiriki katika CPEs inaweza kupatikana katika wavuti wa IEO (www.gefio.org).

²Jamhuri ya Muungano wa Tanzania ilianzishwa mwaka 1964 kupitia muungano wa Tanganyika na visiwa vya Zanzibar, inayojumuisha visiwa viwili na vingine kadhaa vidogo vidogo. Katika kazi hii, Jamhuri hii itaitwa Tanzania.

2 Malengo, Upeo na Mbinu

CPE nchini Tanzania ilifanyika kati ya Desemba 2012 na Septemba 2013 na timu ya tathmini iliyojumuisha wafanyakazi kutoka Ofisi ya tathmini ya GEF na timu ya washauri. Jopo la Uhakiki wa ubora lilitoa maoni kwa timu hiyo kuhusu maswala ya ubora yanayohusiana na matokeo ya tathmini.

Madhumuni ya Tathmini ya Portfolio za Nchi ya Tanzania (Tanzania CPE) ilikuwa kutathmini utendaji wa portfolio ya GEF nchini Tanzania katika suala la umuhimu, ufanisi, manufaa na matokeo ya shughuli na taratibu za GEF katika Tanzania; na sababu zinazochangia utendaji wake. Tathmini ya msaada wa GEF kwa Tanzania ilikuwa na malengo maalum yafuatayo:

- Kutathmini ufanisi na matokeo ya msaada wa GEF kwa nchi, kwa kuweka umakini katika mafanikio endelevu katika ngazi ya mradi na maendeleo katika kuleta matokeo juu ya faida za mazingira kimataifa.
- Kutathmini umuhimu na ufanisi wa msaada wa GEF nchini Tanzania kulingana na mitazamo kadhaa tofauti: mifumo ya kitaifa ya mazingira na michakato ya kufanya maamuzi, mamlaka ya GEF ya kufikia faida za kimazingira duniani, na sera na taratibu za GEF.
- Kutoa maoni na kubadilishana uzoefu miongoni mwa (1) Baraza la GEF katika mchakato wa kufanya maamuzi yake, (2) Tanzania juu ya ushirikiano wake/ushiriki katika GEF, na (3) mashirika mbalimbali na majumuiya yanayohusika katika maandalizi na utekelezaji msaada wa GEF.

Lengo la CPE ni miradi 29 ya kitaifa inayotekelezwa ndani ya Jamhuri ya Muungano wa Tanzania (pamoja na Zanzibar). Mradi mmoja wa kikanda pia ulipitiwa kutokana na uwepo wake kijiografia na kiusimamizi ndani ya Tanzania.

Mbinu mchanganyiko za ukusanyaji wa takwimu zilitumika.

Matokeo yaliyowasilishwa yanatokana na kujikita katika vyanzo mbalimbali ikiwa ni pamoja na: Marekebisho ya fasihi; Mfumo wa Kisheria wa uchambuzi wa Mazingira Nchini (Country Environmental Legal Framework analysis [CELFA]); Tathmini ya faida ya mazingira ya kimataifa (Global Environmental Benefits Assessment ; Itifaki za marudio ya miradi; Uchambuzi wa Portfolio ya GEF nchini Tanzania; utafiti tahini wa awali uliofanywa kwa njia ya mahojiano na ushauriano wa wadau, mapitio ya matokeo na utafiti wa athari (reviews of outcomes to impact [ROtIs]); na uchambuzi wa Portfolio ya Programu ya Ruzuku ndogondogo (Small Grants Programme [SGP]). Miradi ya SGP ilitembelea kwa msingi wa fursa ambapo miradi 3 ilitembelea.

MIRADI YA KITAIFA ILIYOFADHILIWA NA GEF KATIKA KIPINDI 1992-2012

Tangu mwaka 1992, miradi 29 ya kitaifa imefadhiliwa na Portfolio ya kitaifa ya GEF. Habari kuhusu portfolio za kimataifa na kikanda pia imewasilishwa katika Jedwali 1 hapa chini. Orodha kamili ya miradi ya kitaifa iliyopitiwa imetolewa katika Nyongeza B.

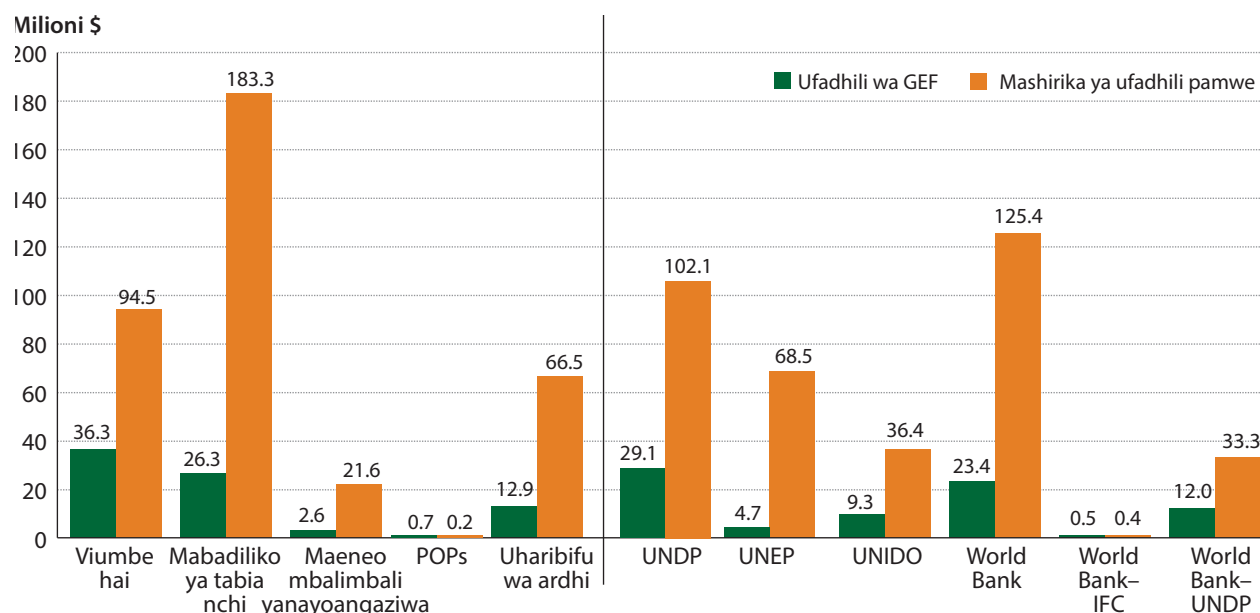
Misaada ya GEF ambayo imeonyeshwa Jedwali 1 mchango wa jumla wa GEF umekuwa \$78.9m, ambayo inajumuisha 17.7% ya ufadhili unaokusudiwa, pamoja na ufadhili wa pamoja wa kujitolea. Ufuatao ni muhtasari wa maeneo hayo mbalimbali yaliyoangaziwa:

- Viumbe hai (miradi 12 inayojumuisha \$36.3m, ama 46% ya ufadhili wa jumla wa GEF)
- Mabadiliko ya tabia nchi (miradi 10 inayojumuisha \$26.3m ama 33% ya ufadhili wa jumla wa GEF)
- Maeneo mbalimbali yanayoangaziwa (miradi 3 inayojumuisha \$12.9m ama 16.4% ya ufadhili wa GEF)

JEDWALI 1 Ufadhili wa GEF kwa mbinu

Mbinu ya Mradi	Kitaifa		Kimaeneo		Kimataifa	
	No.	Ufadhili wa GEF (milioni \$)	No.	Ufadhili wa GEF (milioni \$)	No.	Ufadhili wa GEF (milioni \$)
Shughuli wezeshi	7	1.5	0	0.0	2	6.7
FSP	15	72.5	31	433.7	10	151.7
MSP	6	4.8	8	7.4	2	1.7
Jumla	28	78.9	39	441.2	14	160.1

JEDWALI 1 Portfolio ya Kitaifa vis-à-vis Suala Kuu na Mashirika



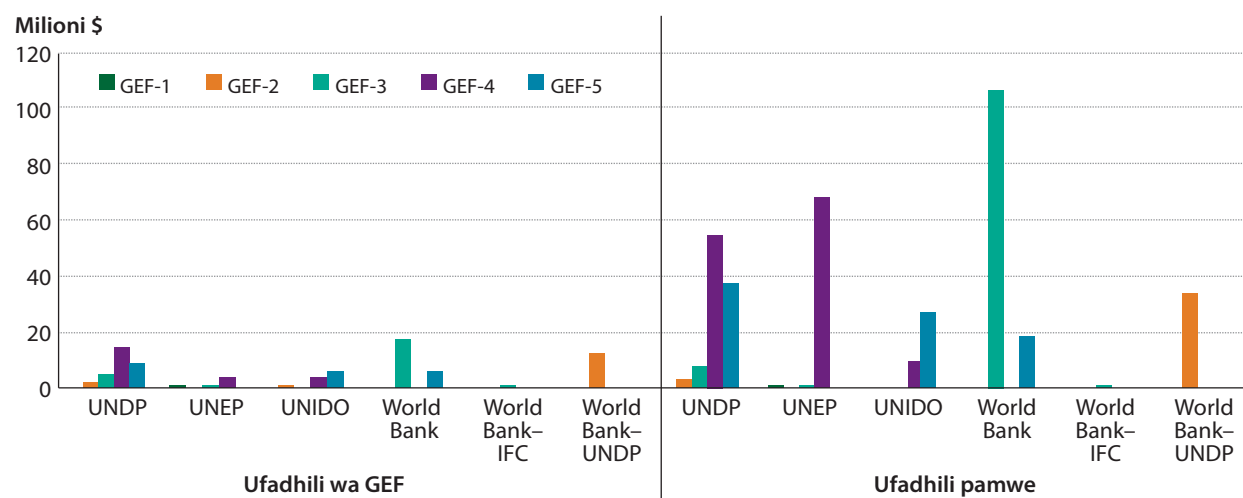
- POPs (miradi 2 kwa \$0.7m, 1% ya ufadhili wa GEF)
- Uharibifu wa ardhi (mradi 1 kwa \$2.6m ama 3% ya ufadhili wa GEF).

Katika suala la jumla la uwekezaji wa fedha kwa miradi ya kitaifa (GEF + nia ya ufadhili wa pamoja), mabadiliko ya hali ya hewa imepokea ufadhili wa juu kabisa (\$209.6m), ikifuatiwa na viumbe hai (\$130.8m), maeneo mbalimbali yanayoangaziwa (\$79.5m), uharibifu wa ardhi (\$24.3m), vichafuzi hai kaidi vya mazingira (POPs) (\$0.9m). Ingawa viumbe hai vimekuwa na miradi mingi zaidi ya mabadiliko ya tabia nchi, matumizi

ya jumla kwa mabadiliko ya tabia nchi yamekuwa juu Zaidi.

Mashirika mengi yametekeleza miradi inayofadhiliwa na GEF nchini Tanzania. Shirika la Maendeleo ya Umoja wa Mataifa (UNDP) limetekeleza miradi mingi zaidi (13), UNEP ilitekeleza miradi mitano, ilhali UNIDO na Benki ya Dunia zilitekeleza miradi minne kila moja; Benki ya Dunia pia ina miradi miwili, ambapo mmoja unatekelezwa kwa pamoja na UNDP/WB na mmoja na WB/IFC. Nyingi za fadhili za pamoja zilizowasilishwa ni kutoka kwa mashirika ya utekelezaji ya GEF; na \$159.1m kutoka kwa Benki ya Dunia (43%), \$102.1m kutoka UNDP (28%),

JEDWALI 2 Ufadhili wa Kimashirika katika portfolio ya Kitaifa ikilinganishwa na Awamu za GEF



JEDWALI 2 Ufadhili wa GEF na Ufadhili Pamwe wa Sehemu Husika na Shirika

Suala Kuu	Shirika	Ufadhili wa GEF (\$)	Fedha za ufadhili wa pamoja (\$)	Jumla ya fedha (\$)	Idadi ya Miradi
Viumbe hai	UNDP	16,222,874	40,583,017	56,805,891	7
	UNEP	777,300	614,300	1,391,600	1
	Benki ya Ulimwengu	6,860,554	19,556,000	26,416,554	2
	Benki ya Ulimwengu/IFC	450,000	410,000	860,000	1
	Benki ya Ulimwengu/UNDP	12,000,000	33,300,000	45,300,000	1
	Jumla	36,310,728	94,463,317	130,774,045	12
Mabadiliko ya Hali ya Anga	UNDP	7,250,000	26,098,946	33,348,946	3
	UNEP	3,910,300	67,878,498	71,788,798	4
	UNIDO	8,627,000	36,233,500	44,860,500	2
	Benki ya Ulimwengu	6,500,000	53,100,000	59,600,000	1
	Jumla	26,287,300	183,310,944	209,598,244	10
Uharibifu wa ardhi	UNDP	2,630,000	21,646,000	24,276,000	1
	Jumla	2,630,000	21,646,000	24,276,000	1
POPs	UNIDO	708,000	210,000	918,000	2
	Jumla	708,000	210,000	918,000	2
Sehemu changamano	UNDP	2,945,000	13,786,266	16,731,266	2
	Benki ya Ulimwengu	10,000,000	52,750,000	62,750,000	1
	Jumla	12,945,000	66,536,266	79,481,266	3
Jumla		78,881,028	366,166,527	445,047,555	28

\$68.5m kutoka UNEP (19%), na \$36.4m kutoka UNIDO (10%).

Mbali na shughuli za kitaifa, Tanzania imekuwa ikishiriki miradi kadhaa ya GEF ya kikanda na kimataifa. Jumla ya taarifa ya uwekezaji kwa miradi ya kikanda ikiwa ni pamoja na ufadhili wa pamoja ilikuwa ni \$2,663.5 m; na ufadhili wa GEF ukiwa \$441.2m au asilimia 16.6 ya jumla. Maelezo ya jumla ya msaada kutoka kwa GEF ambao ulinufaisha Tanzania (kwa utofauti) yametolewa katika Jedwali 3 hapa chini.

PROGRAMU YA RUZUKU NDOGO

Tangu mwaka 2006 GEF kupitia Programu ya Ruzuku ndogo (SGP) katika Tanzania imepokea msaada wa kifedha kwa jumla ya dolla milioni \$7.73 za Marekani, kwa ajili ya maeneo yote manne yaliyoangaziwa ya viumbe hai, mabadiliko ya hali ya hewa, uharibifu wa ardhi na maeneo mbalimbali yanayoangaziwa. Tanzania ilichanga dola milioni \$2.25 za marekani zilizoniwa katika mchango wa pamoja na dola milioni \$1.94 za marekani katika rasilimali za aina kwa ajili ya miradi 279 inayotekelezwa na vyama vya kiraia na mashirika ya kijamii.

Eneo kubwa zaidi linaloangaziwa ambalo linasaidiwa chini ya SGP ni viumbe hai, ambayo

ni asilimia 39 ya fedha za GEF kwa shughuli 109 zinazofadhiliwa. Eneo linalofuata ni kukabiliana na mabadiliko ya tabia nchi, ambayo ni takriban asilimia 26 ya ufadhili wa GEF katika miradi 74. Uharibifu wa ardhi unachangia takriban asilimia 23 ya fedha kwa ajili ya miradi 66. Miradi ya kimataifa ya maji imepokea asilimia 10 ya fedha za GEFSGP kwa ajili ya miradi 28 na asilimia 2 ya fedha zimetumika kufadhili kemikali na miradi ya ukabilianaji.

3 Upungufu

Tathmini ilikumbwa mapungufu, ambayo baadhi yanatokana na CPEs kwa ujumla wake, na mengine yanahusu nchi husika. Tathmini yamatokeo ya jumla ya GEF imekuwa ukifanywa kwa msingi wa ushahidi wa mradi maalum, ukijikita katika kutathmini mafanikio ya jumla kwa msingi wa maoni ya wadau na maamuzi ya timu inayotathmini.

Kuna wadau wengi wa kitaifa na kimataifa wanaojishughulisha na utunzaji wa mazingira nchini Tanzania. Hivyo, lazima kuchukua tahadhari katika kuhusisha mabadiliko yoyote yatokanayo na GEF, ilhali tathmini ya mchango wa GEF inahitaji kuzingatia mchango ya

JEDWALI 3 Usambazaji wa msaada kwa Tanzania kutokana na ufadhili wa GEF, Aina ya Mradi na hali ya utekelezaji

Awamu ya GEF	Ufadhili wa GEF kwa Miradi ya Kitaifa								Ufadhili wa GEF wa Maeneo kwa Miradi ya Kimataifa							
	Kamilifu		Zinazoendelea		Zinazoanzishwa		Jumla		Kamilifu		Zinazoendelea		Zinazoanzishwa		Jumla	
	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$
Jarabati	0	0	0	0	0	0	0	0	4	26.7	0	0	0	0	4	26.7
GEF-1	1	0.2	0	0	0	0	1	0.2	4	58.1	0	0	0	0	4	58.1
GEF-2	5	14.7	0	0	0	0	5	14.7	2	17.6	0	0	1	6.8	3	24.4
GEF-3	8	6.0	3	17.3	0	0	11	23.3	8	25.7	7	59.6	4	40.7	19	126
GEF-4	0	0	6	20.9	0	0	6	20.9	2	20.3	4	15.4	5	175.9	11	211.6
GEF-5	0	0	0	0	5	19.6	5	19.6	0	0	0	0	12	154.1	12	154.1
Jumla	14	20.9	9	38.2	5	19.6	28	78.7	20	148.4	11	75.0	22	377.5	53	600.9

KUMBUKA: Fedha za GEF na jumla ya fedha za kuchangia ufadhili zinazotolewa kwa miradi ya Kimataifa na Kitaifa zinawiana na jumla ya fedha zote kwa mataifa yote yanayohusika kwa pamoja. Tanzania, kama mojawapo ya mataifa yanayoshiriki katika mradi huu kwa viwango tofauti asilimia, ama kiasi kinachotengwa kwa shughuli zinazofanyika Tanzania haiwezi kukadiriwa moja kwa moja.

wadau wengine. Hii hutokea hasa kutokana na mabadilikokatika ngazi ya juu katika uwanja wa sera za mazingira, mikakati na mipango ya kitaifa

Miradi ya GEF nchini Tanzania imetekelezwa katika kipindi cha miaka ishirini. Timu ya tathmini ilipata changamoto katika kupata taarifa inayopatikana kwa urahisi na iliyo sahihi juu ya baadhi ya shughuli za awali za GEF. Aidha, ubora wa ushahidi katika tathmini, hasa mienendo ya kiasi cha habari, muhimu kwa miradi iliyokamilika inaweza kubadilika, na hivyo kusababisha changamoto kubwa katika ujenzi wa maelezo ya kina ya matokeo na mchango.

Baadhi ya njia na mbinu maalum za GEF CPE, kama vile mapitio ya (ROTI) yalikuwa ni mapya na kuletwa mbele ya jopo la taifa la utathmini. Zoezi hilo limeonekana kuwa nafasi muhimu ya kujifunza kwa washirika wa ndani na afisi ya Utathmini ya GEF lakini kwa kuhusishwa na kuchelewesha utekelezaji na haja ya kuimarisha baadhi ya bidhaa kwa njia ya kutoa pembejeo.

4 Hitimisho

UFANISI, MATOKEO NA MSAADA ENDELEVU WA GEF

HITIMISHO 1: Kwa ujumla, miradi inayofadhiliwa na GEF na Shughuli wezeshi zimeonyesha matokeo kwa kiwango cha kuridhisha.

Misaada ya GEF ina jukumu muhimu katika kujenga mfumo wezeshi na kuimarisha uandaaji wa sera ya mazingira na sheria nchini Tanzania. Hii umehusisha uandaaji wa mipango na mikakati mingi ya kitaifa ambayo ilikuwa muhimu iandaliwe kurahisisha utekelezaji wa Mikataba ya Kimataifa ya Mazingira. Katika ngazi ya miradi, miongoni mwa shughuli 14 ambazo zimemalizika na ambazo zina tathmini ya mwisho, miwili sawa na asilimia 15 zilikuwa na kipimo cha kuridhisha zaidi, kumi sawa na asilimia 71 zilikuwa na kipimo cha kuridhisha, mmoja sawa na asilimia 8 ilikuwa na

kipimo cha kuridhisha kidogo na mmoja ulikuwa na kipimo kisichoridhisha.

HITIMISHO 2: Miradi ya GEF nchini Tanzania imeonyesha matokeo katika maeneo kadhaa yaliyoangaziwa, katika ngazi ya taaluma na katika “mazingira wezeshi,” ikiwa ni pamoja na kuimarishwa uwezo wa kitaasisi katika ngazi ya kitaifa na za mitaa. Katika maeneo kadhaa, miradi imekuwa na mafanikio ambayo yaweza kuleta matokeo ya muda mrefu.

Matokeo yametolewa katika Maeneo yote yaliyoangaziwa:

Viumbe hai

Katika suala la mazingira mazuri kwa ulinzi wa viumbe hai, GEF inatambulika sana kwa kutoa mchango wake muhimu kwa ufanisi. Majadiliano ya kina ya mchango wa GEF yanaweza kupatikana katika Mfumo wa Kisheria wa Mazingira ya Nchi (CELF) (Nakala ya 2: Hati ya kiufundi). Msaada wazi kutoka kwa GEF umewezesha taifa kutoa Ripoti nne za Taifa kwa CBD, na msaaada wazi kutoka kwa GEF kwa ripoti ya pili. Ripoti hizi zimetoa msingi wa maandalizi ya mikakati ya kitaifa, mipango na programu katika eneo. Matokeo yaliyoripotiwa katika ngazi ya mradi yamejumuishia ulinzi wa makazi yenye umuhimu wa kimazingira, ya viumbe hai muhimu duniani na ya aina ya viumbe hai nadra na vile vilivyo hatari. Kwa mfano katika miaka mitano iliyopita, juhudi za hifadhi katika eneo la katika hifadhi ya Jozani, Zanzibar (Mradi 803) zimepelekea kuongezeka kwa idadi ya Mbega Wekundu; katika Tao la Hifadhi asili la Mashariki, jitihada za uhifadhi zimepelekea kurejelea ongezeko la idadi ya aina za ndege ambao wanapatikana katika kanda hiyo. Mwenendo sawa ulionekana katika idadi ya spishi za tumbili zinazopatikana katika hifadhi ya Kilombero.

Mabadiliko ya tabia nchi

Mfano mzuri wa awali wa kukabiliana na Mabadiliko ya tabia nchi na GEF ni mradi uliokuwa na lengo la kubadilisha soko kwa mifumo

ya vijijini ya “photovoltaic” Mradi 1196), ambayo ilizua mahitaji makubwa katika mtazamo wa eneo dogo la vijiji nchini Tanzania lenye umeme Wakati wa kuanza, mradi huo ulikuwa ni mwanzilishi wa teknolojia hii lakini kwa bahati mbaya ulikuwa na utambuzi wa chini kitaifa.

Mchango huu wa mradi wa “mazingira wezeshi” kwa ajili ya nishati PV ya jua hasa ilikuwa wazi tu baada ya tathmini na ikaionyesha kuwa kubwa. Kwa muda wadau wa mradi huo, hasa Chama cha Nishati Mbadala cha Tanzania (awali Chama cha Nishati ya Jua), kilishawishi Serikali kutoa motisha ya kifedha kwa ajili ya nishati ya jua PV, ambayo hatimaye ilisababisha uamuzi wa kuondoa kodi na ushuru wa nishati ya jua na teknolojia ya upepo, uamuzi unaosifika kwa kuondoa kikwazo kikubwa kwa matumizi pana ya nishati mbadala. Aidha, kwa sababu mradi huo ulisaidia kukuza viwango vya ubora wa kitaifa wa teknolojia ya nishati ya jua, pia imechangia katika maendeleo ya Mafunzo ya Ufundi na mitaala ya mafunzo ya kiufundi na imeelimisha idadi kubwa ya mafundi katika usambazaji na ukarabati wa mifumo hiyo.

Serikali ya Tanzania inaendelea kuhamasisha sekata binafsi katika mbinu ya nishati endelevu kwa ajili ya umeme vijijini, na kwa sasa, lililokuwa soko dogo la nishati ya jua nchini Tanzania linakua kwa kasi, kutoka 100kWp mwaka 2005 na kufikia zaidi ya 1.5 MW mwaka 2009. Hata hivyo, kiwango hiki ni kidogo ukilinganisha na eneo la nchi na na mahitaji ya wananchi wanaoishi vijijini. Kiwango kikubwa cha mabadiliko katika soko la nishati ya jua nchini Tanzania ni matokeo ya miradi ya wafadhili katika kutoa mafunzo, uhamasishaji, masoko na mambo mengine ya kuleta ubunifu.

Maji ya Bahari za Kimataifa

Tanzania imeshiriki katika miradi kadhaa ya maji ya kimataifa yenye viwango tofauti vya ushiriki. Mradi wa Usimamizi wa Mazingira wa Ziwa Victoria (Mradi 88) umeshirikishwa katika CPE

hii, kwa mtazamo wa shughuli zilizofadhiliwa nchini wakati wa na baada ya utekelezaji wake. Kumbukumbu ya matokeo iliyorekodiwa katika ngazi ya mradi huo ni kupunguza eneo la ziwa lilioathirika na gugu maji kwa kilomita za mraba 1,500, kutoka kwa eneo msingi lenye kilomita za mraba 15,670. Zaidi ya hayo, katika Tanzania makundi 55 ya jamii yalipanda miti milioni 2.5, ambayo ina nia ya kusaidia kupunguza ukataji wa misitu iliyopo, ilhali jamii za vijiji 100 za ziada zimepata mafunzo katika uhifadhi wa udongo na maji.

Katika suala la mazingira mazuri kwa ajili ya kutunza Ziwa Victoria na vyanzo vingine vya maji, mradi huo pia ulitoa mchango wake mkubwa. Ulichoea uundaji wa Tume ya Ziwa Victoria, ambayo ina makazi yake Kisumu, Kenya, na inabaki kuwa taasisi maalumu ya Jumuiya ya Afrika Mashariki yenye jukumu la kuratibu maendeleo endelevu ya bonde hilo. Mradi huo pia ulianzisha maabara mbili maalumu. Maabara ya uvuvi tangu wakati huo imekuwa ikikubaliwa na kuthibitishwa na Serikali ya Tanzania na EU kuhakikisha kuwa samaki wanaouzwa nje ya nchi ni wa viwango vya ubora vilivyowekwa na EU.

Vichafuzi hai vya mazingira kaidi

Baraza la Mazingira duniani (GEF) iliunga mkono “Shughuli wezeshi kuwezesha utendaji wa mapema na Utekelezaji wa Mkataba wa Stockholm juu ya vichafuzi hai vya mazingira kaidi.” Matokeo katika suala la mazingira wezeshi yamejadiliwa kama ifuatavyo. Shughuli hii imetoa mchango muhimu kwa kuweka msingi kwa ajili ya programu ya Hifadhi ya Afrika (mradi wa kikanda wa GEF) ambayo iliwezesha nchi kuondoa tani 575, dawa za wadudu zilizoharibika na tani 392 za udongo uliochafuliwa kwa kiasi kikubwa. Matokeo mengine yaliyochangia kazi hiyo ya Shughuli wezeshi ni pamoja na upungufu mkubwa katika kutolewa kwa PCBs na POPs, kukamilika kwa matumizi ya viwanda ya PCBs na kuondolewa

kwa dawa sumu kaidi kutoka orodha ya zile zinazoruhusiwa kutumika nchini.³

Katika suala la mazingira wezeshi, mradi wa GEF uliweka msingi wa Mpango wa utekelezaji wa kitaifa (2005), ambayo iliweka bayana hali iliyopo kuhusiana na POPs na ikaorodhesha ahadi za nchi na vitendo vinavyolengwa kwa udhibiti na usimamizi wa POPs kwa kipindi cha miaka 15. Chini ya mradi, uwezo wa kitaifa uliimarishwa na ufahamu kuongezwa kati ya watunga sera, mameneja wa sekta ya kibinafsi, mashirika yasiyo ya kiserikali na umma kwa ujumla. Mifumo kadhaa muhimu ilianzishwa, ikiwa ni pamoja na: mkusanyiko wa orodha ya dawa sumu na hesabu na tathmini ya hatari ya dawa sumu bila malipo, maeneo machafu, udongo, dawa zilizozikwa na vifaa vichafu. Tathmini iligundua kuwa uwezo na rasilimali inayofadhiliwa na GEF iliweka msingi imara unaoweza kupima kupungua kwa POPs nchini.

Eneo lenye mitazamo mingi

Moja ya mradi unaosimamia maeneo mengi kwa pamoja umekamilika. Mradi huu ni Mradi wa Usimamizi wa Mazingira Pwani (MACEMP; 2101). Matokeo mahsusi ni pamoja na:

- Ulinzi wa makazi ya umuhimu wa mazingira: takriban 13% yaeneo la bahari ya taifa limewekwa chini ya ulinzi na usimamizi bora, limegawanywa sawasawa kati ya Tanzania Bara na Zanzibar
- Kamati 127 za uhifadhi zimeanzishwa na zinajihusisha na usimamizi wa mikoko, kusababisha upandaji upya wa hekta 3, 527 za misitu ya mikoko.

Mazingira wezeshi yaliboreshwa na mradi kwa njia kadhaa ikiwa ni pamoja na kuwezesha utawala wa serikali. Mamalaka ya Uvuvi kwenye Bahari za Kina kirefu [DSFA]) kwa njia ya marekebisho

³ Angalia pia: Barozi (2012).

ya mwaka 2007 kwa Sheria ya Mamlaka ya Uvuvi kwenye Bahari za Kina kirefu sharia ya 1 ya mwaka 1998 (Sheria Na.4 ya 2007) na Kanuni za DSFA za 2009. DSFA ina jukumu la kuhakikisha usimamizi endelevu wa Ukanda wa Kipekee wa Uchumi (Exclusive Economic Zone [EEZ]).

MFAs nyingine za kawaida zipo katika hatua za mapema katika utekelezaji wake na bado hazijaonyesha matokeo yao.

Programu ya Ruzuku Dogo

Miradi ya SGP imetumiwa kwa ubunifu katika njia mbalimbali. Hasa, nyingi zimetetelezwa sambamba na FSPs na MSPs ili kutoa kichocheo kwa jamii kushiriki katika usimamizi wa mazingira kwa kufadhili shughuli zinazoleta kipato. Timu hiyo ya tathmini ilitembelea miradi 3 ya SGP:

Usimamizi wa ardhi endelevu na Uboreshaji Maisha kupitia kwa kuanzisha Mradi wa Bwawa la Kuvuna maji ya mvua katika Nyashimo Mwanza, kuboresha maisha ya jamii kwa kuhamasisha matumizi ya mbinu endelevu za kilimo, hasa kutokana na kuanzishwa kwa kilimo cha umwagiliaji maji.

Mradi wa SGP wa Amani Kipepeo katika Amani, Tanga ilikuza kilimo cha vipepeo katika Mashariki ya milima Usambara. Hii imesababisha uhifadhi wa viumbe hai katika Milima ya Usambara Mashariki, kwa sababu wafugaji wa vipepeo na jamii zao sasa wanahifadhi misitu ya asili ili kulinda mimea jeshi kwa ajili ya kilimo chao cha kipepeo. Shughuli hii ya kipepeo imefanikiwa kuigwa karibu na Jozani-Ghuba la Chwaka kwenye Hifadhi ya Taifa ya Zanzibar.

Mradi wa SGP wa *msikimo wa mifumo ya nishati ya jua PV katika Shule na Zahanati kwenye eneo la Hifadhi la kitaifa la Jozani-Ghuba la Chwaka, Zanzibar* imesababisha kuboreshwa kwa upatikanaji wa umeme na mwangaza kwa njia ya msikimo wa mifumo ya PV katika zahanati na Shule za Sekondari.

HITIMISHO 3: GEF imepata ufanisi mdogo katika kutoa matokeo na na mambo ya kujifunza kutokana na miradi, lakini imetilia mkazo kuweka nyaraka kwa lugha ya Kiingereza na mbinu za mtandao, ambazo hazipatikani kwa urahisi.

Shughuli kadhaa zinazofadhiliwa na GEF, ikiwa ni pamoja na shughuli za kuwezesha, zimeleenga maandalizi ya nyaraka muhimu kwa ajili ya kusambaza na matumizi kitaifa na kimataifa. Mambo ya kujifunza yaliyofikishwa kwa jamii na makundi ni pamoja na ujuzi wa uhifadhi na marejesho, uboreshaji wa shirika, kutumia teknolojia, uimarishaji na uuzaji.

Wadau waliripoti kwamba karibu nyaraka na ripoti zote za miradi ya hivi karibuni ya GEF (ngumu na laini) nchini Tanzania yameandikwa kwa Kiingereza (kueleweka kwa chini ya 20% ya idadi ya watu) na kiufundi sana. Hii ina maana washiriki wa mradi wengi na wadau wa mazingira hawawezi kuelewa wala kujua maudhui ya ripoti hizo.

HITIMISHO 4: GEF imesaidia hatua nyingi zenye nia ya kuwezesha maendeleo ya matokeo ya mazingira. Hili mara nyingi limefanikiwa, ingawa si katika ngazi moja kama wakati wa ufadhili wa mradi.

Hatua madhubuti ambazo zimechukuliwa kutoa msingi endelevu ni pamoja na uwezo na maendeleo ya kitaasisi na maendeleo na utekelezaji wa mfumo ya usimamizi wa mazingira. Kwa mfano, maendeleo ya kitaasisi ya eneo la hifadhi la msitu la Jozani-Chwaka, iliruhusu kuinuliwa kuwa Hifadhi ya Kitaifa, na uundaji wa mpango wa usimamizi baada ya kushauriana na wadau wa ndani. Matokeo haya yamehifadhiwa na upande mwingine yamepanuliwa. Sasa kuna makundi 736 ya akiba na mikopo ikilinganishwa na 47 katika kukamilisha mradi, taarifa inayochochea shughuli za kuongeza kipato. Pia, faida kutoka kwa Mradi wa Mlima wa Tao la Mashariki, katika kipindi cha muda mzuri baada ya mradi kukamilika, zilidhaniwa kutishiwa kutokana na kushindwa kutekeleza mkakati wa fedha endelevu ili kupata fedha kwa ajili ya malengo yake ya muda mrefu. Hivi karibuni, hata

hivyo, ushahidi unaonyesha kwamba uendelevu wa ufadhili ulioanzishwa unaweza kuwa bora kuliko ilivyotarajiwa, kutokana na Serikali ya Ujerumani hivi karibuni kutoa Euro milioni 2 kwa juhudi za hifadhi. Katika Mradi wa “Photovoltaics” mashinani, uendelevu wa matokeo ulikuwa moja ya hatua katika hatari kutokana na wasiwasi wa ubora, uwezo, taratibu mbadala za fedha na kupenya soko. Hata hivyo, kupenya soko kwa PV katika Tanzania sasa inaahidi.

Njia nyingine muhimu na endelevu imekuwa njia ya jitihada za kuunganisha faida za jamii za mashinani na usimamizi wa kuboresha mazingira. Kwa mfano, katika mradi wa Hifadhi ya Mlima wa Tao la Mashariki, msaada kwa maisha ya watu wa mashinani ulisaidia kuunga mkono usimamizi wa mazingira.

Mradi wa MACEMP ulifadhili mabadiliko muhimu katika mfumo wa kisheria, taasisi kama vile DSFA, mikakati ya usimamizi wa pwani na mipango, uwekezaji endelevu katika ngazi ya jamii, na kujenga uwezo endelevu wa jamii.

Cha kutilia maanani, ni maendeleo endelevu yanayotokana na kuhusiana na POPs. Hizi hazizalishwi tena wala kununuliwa kutoka nje ya Tanzania na kanuni zaidi zinatayarishwa, pamoja na nyongeza ya ufahamu muhimu katika masuala ya afya uliofanywa. Kwa bahati mbaya, DDT ni kuwa inaangaliwa kwa mara nyingine kwa ajili ya matumizi katika kukabiliana na malaria kutokana na ufanisi wake na unafuu wa gharama. Uendelevu wa matokeo kutoka kwa Mradi wa Usimamizi wa Mazingira ya Ziwa Victoria ni mchanganyiko. Wakati baadhi ya taasisi imara chini ya mradi wa zinaendelea kufanya kazi, zingine nieanza kukosa kutumika, na kuathiri hali ya mazingira.

HITIMISHO 5: Shughuli kadhaa za GEF zimechangia kuleta Faida za Kimataifa za Mazingira na kukuza maisha endelevu na mbinu za kimaendeleo.

Mbinu mbalimabli za kimaisha zimeingizwa katika miradi ya GEF kwa njia tofauti na katika

ngazi mbalimbali. Hii ni pamoja na: upatikanaji wa nafasi za ajira (kwa mfano sekta ya utalii katika eneo la Jozani-Chwaka); uendelezaji wa shughuli za kuongeza kipato kwa njia ya kuendeleza ujuzi (kwa mfano, ujuzi wa kiufundi na masoko katika vifaa vya nishati ya jua vya PV katika mabadiliko ya soko la “Photovoltaic” vijijini); kuboresha maisha kwa kuhamasisha matumizi ya rasilimali endelevu, ikiwa ni pamoja na kupunguza matatizo ya misitu na utunzaji wa spishi zilizohifadhiwa, kupunguza maisha ya uharibifu kama uwindaji haramu, uvuvi na ukataji miti, na kuboresha maisha yaliyopo, kwa njia ya mazoea kama vile kuboresha kilimo cha mitaro kupunguza uharibifu wa ardhi (kwa mfano, ghuba la Mnazi, eneo la Jozani-Chwaka, mradi wa safu za milima ya Mashariki).

Kijijini Shigala, CBO chini ya LVEMP umesaidia kudhibiti wimbi la mmomonyoko waudongo na kuboresha uvunaji wa maji. Matokeo yake, mazao yameongezeka na hivyo hali ya maisha ya jamii za mitaa imekuwa bora. Aidha, CBO imeanza kueneza mbinu zinazotumiwa kwa kuzingatia mahitaji ya kutoka vijiji vilivyo karibu. Hata hivyo, kuzalisha msaada kwa usimamizi wa mazingira kwa njia ya Shughuli zenye kipato zina changamoto pia, kama mfano kutoka Mradi wa MACEMP. Katika kesi hiyo, fedha za kutosha na ushindani wa jamii na katika mshikamano vinatokana na changamoto halisi.

Mbinu yenye ufanisi hususan imekuwa kuunganisha SGPS, pamoja na msisitizo wao juu ya msaada kwa shughuli za nchini, kwa MSPs na FSPs, ambazo hutoa fursa kwa ajili ya shughuli hizo, lakini wanaweza kukosa rasilimali za kutosha kuwasitiri. Mfano mzuri ni Mradi wa Wanyamapori wa Selous-Niassa Corridor, ambao ulipata msaada kutoka kwa SGP kufadhili juhudi za Shughuli za kukuza kipato kwenye vijiji vingi katika eneo la mradi. Vile vile, Mradi wa Tao ya Mashariki ya Milima ulipata ufadhili wa SGP kukuza Ukuu wa Vipepeo kama IGA katika Akiba ya Asili ya Amani, ili kupunguza shinikizo juu ya mazao ya misitu.

HITIMISHO 6: Shughuli za GEF zimechangia kupanua matumizi kupitia maswala ya kuingiza, kuzalisha, kuongeza na mabadiliko ya soko.

Njia kuu ya mbinu maswala ya kuingiza zimetimizwa kupitia:

- Msaada na Mawasiliano ya kitaifa, Ripoti, Mipango na Programu kwa kushirikiana na Mikataba ya kimataifa
- Ukuzaji wa kada ya wataalamu wenye mafunzo katika uwanja wa mazingira
- Ushawishi wenye mafanikio kwa motisha ya kifedha ya nishati ya jua PV
- Msaada kwa ajili ya uundaji wa taasisi ya usimamizi wa mazingira katika mkoa: kwa mfano Tume ya Ziwa Victoria, Mamlaka ya Uvuvi wa Kina kirefu.

Baadhi ya masuala ya mabadiliko ya “photovoltaics” Vijijini Market, kama vile mfimiko wa mifumo ya nishati ya jua PV katika Shule na Zahanati karibu eneo la hifadhi la kitaifa la ghuba la Jozani-Chwaka, Zanzibar waliigwa katika SGPs zilizofuata. Mbinu jumla ya mradi pia iliigwa katika kanda nyingine tatu (Mara, Shinyanga na Kagera).

Kukuza pia kumefanikiwa na baadhi ya miradi. Kwa mfano, Mradi wa eneo la Jozani-Chwaka ulianzisha mpango kuwawezesha ongezeko endelevu katika mapato katika jamii zinazozunguka msitu wa hifadhi. Hii imepanuliwa sana kutoka kwa wigo yake ya awali tangu kukamilisha mradi

Mchango wa GEF kwa kuchochea mabadiliko ya soko pia umekuwa muhimu. Juhudi za mradi huo huo wa PV zilipelekea kupunguzwa kwa ushuru wa majopo (ambayo inaweza kuonekana kama mbinu ya kuingiza), ambayo ilikuwa na athari katika kupunguza vikwazo vya soko kwa miradi PV, hasa katika maeneo ya vijijini.

UMUHIMU

HITIMISHO 7: Msaada wa GEF umebaki kuwa muhimu kwa vipaumbele endelevu vya Maendeleo na Usimamizi wa Mazingira ya taifa

Katika miaka ishirini iliyopita, Msaada wa GEF umekuwa na jukumu muhimu katika kusaaidia kuongeza uelewa juu ya mazingira kama suala muhimu kwa ajili ya maendeleo endelevu ya Tanzania. Pia imeweka misingi ya kuingiza masuala ya mazingira katika aina mbalimbali ya sera za kisekta na mipango.

CPE iligundua kuwa miradi mingi katika GEF Portfolio ya Tanzania yamepangwa vizuri kulingana na maeneo ya kipaumbele ya taifa kama tamkwa na Serikali. Zaidi hasa, msaada wa GEF unachangia ajenda ya kitaifa endelevu iliyotajwa katika NSGRP II na MKUZA II kwa kuchangia shughuli za kuwa na athari njema katika uhifadhi wa viumbe hai, marejesho ya mazingira, kuonyesha vyanzo hai vya nishati, uboreshaji wa huduma za afya na za msingi na elimu ya shule za sekondari (PV nishati ya jua), kilimo cha umwagiliaji na kuongeza mazao ya kilimo na kiwango cha uzalishaji na shughuli nyingine za kujipatia kipato ambayo ni muhimu kwa jamii na ustawi wa kitaifa.

Umuhimu wa Programu ya Ruzuku Ndogo (SGP) unaonyeshwa na umiliki wa Serikali, hata kama shughuli zake zinatekelezwa na mashirika ya kiraia, NGOs na vikundi vya jamii kwa msaada wa UNDP. Umiliki huu ulithibitishwa kwa mara nyingine chini ya Portfolio ya Kitaifa ya Kutunga zoezi, wakati ambao Jumla ya \$3,600,000 ilipendekezwa kama kiasi sahihi kwa SGP nje ya mgao wa Tanzania kupitia STAR (Mfumo wa Uwazi wa Mgawanyo wa Rasilimali) ya milioni 27.43.

Majadiliano ya CPE na wadau muhimu yalipata mtazamo thabiti kwamba, chini ya GEF-5, kama matokeo ya STAR umiliki wa Portfolio na Serikali umeongezeka na Tanzania imekuwa na uwezo Zaidi kuweka vipaumbele na maamuzi juu ya kufadhili vipaumbele vyake vya mazingira, ambapo haya yanaingiliana na masuala ya mazingira duniani.

HITIMISHO 8: Msaada wa GEF nchini Tanzania umekuwa kwa malengo kadhaa yaliyoambatanishwa na Faida za Mazingira ya Kimataifakuhusiana na viumbe hai, mabadiliko ya hali ya hewa, maji ya kimataifa, uharibifu wa ardhi na kemikali katika maeneo yaliyoangaziwa

CPE imethibitishwa kwamba matokeo mengi ya mradi ni sambamba na Faida za Mazingira ya Kimataifa katika maeneo yaliyoangaziwa na GEF. Baadhi ya mifano maalum ni pamoja na: marejesho vyura Kihansi vilivyohatarishwa, uhifadhi wa kiasi kikubwa cha misitu ya kimataifa ili kuongeza uwezo wa kuzama kwa “carbon dioxide”, kukabiliana na uzalishaji wa GHG katika suala la kupunguza uzalishaji wa “kabondioksaidi”, kuongezeka kwa matumizi ya nishati mbadala na kupungua kwa matumizi ya rasilimali za nishati ya kisukuku, matumizi endelevu ya sehemu ya viumbe hai duniani, ushirikiano wa nchi kadhaa ili kupunguza vitisho kwa maji ya kimataifa, kupunguza uchafuzi wa mazingira katika maji ya kimataifa kutoka kwa utajiri wa madini na matatizo mengine ya ardhi, na kurejeshwa na uendelevu wa maji safi, bidhaa na huduma za pwani na mazingira ya baharini.

Ziara za mafunzo katika miradi zilizithibitisha matokeo maalum yanayohusiana na GEBs. Baadhi ya mifano ni pamoja na: ongezeko kubwa la mbega wekundu katika Jozanzi Park (kwa kiasi kwamba idadi ya watu inaweza kuwa na madhara kwa aina ya asili), kurejea kwa kuongeza idadi ya aina ya ndege kwa hifadhi la Tao la Mashariki, na mwenendo sawa katika idadi ya miti ya tumbili katika Kilombero Reserve.

HITIMISHO 9: Serikali ya Tanzania Bara na Serikali ya Mapinduzi ya Zanzibar zimeunga mkono shughuli za GEF katika maeneo yaliyoangaziwa, kama inavyoonekana kwa matumizi ya fedha Serikali na za wafadhili kuendeleza ulinzi wa mazingira ulioanzishwa kwa msaada wa GEF.

Ushahidi wa matokeo haya unadhihirishwa na msaada uliotolewa na Serikali kwa ajili ya miradi ya GEF (mwanzoni hasa katika vifaa) na

hatua ambazo imechukua kusaidia kuhakikisha uendeleu wa matokeo ya miradi iliyokamilika, hasa kwa kutenga fedha kuendelea na shughuli muhimu. Ingawa fedha nyingi kama hizi zinatoka kwa washirika wa kimataifa, pia ni muhimu kutambua, kuwa kumekuwa na ongezeko kubwa la ahadi kwenye bajeti ya fedha ya taifa kujitolea katika kushughulikia masuala ya mazingira: kutoka Tsh. Bilioni 28.4 katika 2006/2007 hadi Tsh. Bilioni 151.7 mwaka 2009/2010.

Mfano mmoja wa ahadi za fedha endelevu unahusu Tao la Mashariki za uhifadhi na maendeleo ya mradi, ilikuwa licha ya kuwepo kwa hatari kwa fedha endelevu, msaada mpya ulipatikana kutoka kwa Serikali ya Ujerumani. Vile vile, NORAD ilitoa msaada wake kwa Fedha za Kujaliwa za Tao la Mashariki kudumisha shughuli wakati wa mgogoro wa kifedha, na Sida ulisaidia mradi wa Vijijini wa PV kuendelea kuenea kwa mikoa mingine. Ingawa rasilimali za serikali ni haba, inatoa fedha zake yenyewe kwa taasisi mbalimbali ambayo huchangia faida za kimazingira duniani. Hata hivyo, katika baadhi ya kesi, kuongezeka kwa mahitaji ya usimamizi ambayo mara nyingi hufuata miradi ya GEF na kutegemea fedha kutoka nje kupita kiasi, husababisha changamoto halisi.

UFANISI

HITIMISHO 10: Miradi mara kwa mara huwa na utekelezaji zaidi kupita kiasi isipokuwa chache. Wadau wa kitaifa huchukulia taratibu za miradi ya GEF kuchukua muda mwingi na tata.

Mradi wa hati mapitio iligundua kuwa EAS, MSPs na FSPs kuwa mfululizo kukimbia juu ya lengo lao asili. Tathmini ya kina zaidi ya FSPs ilipendekeza malengo kupitiliza, na kusababisha wakati kuchukua wakati mwingi zaidi. Nchini Tanzania, mageuzi mzunguko wa mradi yaliletwa kwa njia ya mzunguko wa GEF-4 itachukua muda kutimizwa katika utendaji wa miradi GEF.

Maoni ya kitaifa yanaonyesha kwamba hata na kuandaa mradi msaada, mchakato wa maandalizi ni ngumu na unachukua muda mwingi. Taasisi za kukabiliana na changamoto katika kuelewa na mkutano “opaque nature” ya ufadhili wa pamoja, ambayo wadau zinaonyesha, katika tukio, unatishia “ruzuku” asili ya ufadhili wa GEF.

HITIMISHO 11: Mifumo ya mitandao zaidi baina ya taasisi zinazotekeleza GEF, taasisi za kitaifa, miradi ya GEF na shughuli nyingine za wafadhili zipo; Hata hivyo, bado hazijakuwa na ufanisi kikamilifu kwa umoja bora katika kupanga na kutekeleza miradi ya GEF.

Mitandao imejengwa baina ya miradi ya GEF, taasisi za kitaifa na miradi mingine yenye wafadhili, kwa mfano, wanachama wa Kamati ya kitaifa yenye Usukani ya GEF wanachaguliwa kutoka katika sekta ya umma, Mashirika ya vyama vya Raia, sekta binafsi, Akademia na washirika wengine wa kimataifa. Hii inatoa fursa kwa mawasiliano mazuri na harambee katika shughuli zinazohusiana na sekta ya mazingira, kwa mfano, uratibu na mafanikio ya ushawishi wa Serikali kutoa motisha kwa ajili ya teknolojia ya nishati ya jua PV. Mikutano, hata hivyo, ya Kamati hii ya kitaifa yenye Usukani sio mara kwa mara na fursa ya harambee inafifia.

Uwezekano wa kuunda kikamilifu uratibu wa portfolio ya taifa kwingineko inadhoofishwa na “usuli” nafasi ya kitovu katika mfumo wa GEF. Baadhi ya dalili za tatizo hili ni urefu na utata wa taratibu za GEF kufanya nao chini ya kupatikana kwa Utendaji katika Maeneo Yaliyoangaziwas (operational focal points [OFPs]) kuliko wakala wa GEF; mawasiliano ya mara kwa mara zaidi kati ya GEF na Wakala inahitaji pembejeo ya chini kutoka kwa Serikali; ukosefu wa afisi za GEF za nchi ina maana kwamba anayeshughulikia ana rasilimali chache na nafasi ya kusimamia shughuli za GEF na kukutana na GEF/EO wafanyakazi kuliko wanavyofanya Wakala; kuna ushiriki mdogo wa OFPs katika miradi baada ya hatua ya utekelezaji;

Shirika la usimamizi wa mradi na ufuatiliaji na tathmini (monitoring and evaluation [M&E]) inakosa uwazi kamili na OFPs; Miradi ya kikanda kukosa OFP kuongoza kuratibu mawasiliano na hivyo kwa kiasi kikubwa mawasiliano ni yanadhibitiwa na vyombo vya utekelezaji.

HITIMISHO 12: Hakujakuwa na ushirikiano mkubwa kati ya taratibu za bajeti ya taifa na maandalizi na ufadhili wa mapendekezo ya miradi ya GEF

Ufadhili wa pamoja kutoka kwa bajeti ya taifa ya Tanzania kwa ajili ya miradi ya kimo cha kati au kimo kikuu ya GEF hadi sasa imekuwa kidogo. Taratibu za bajeti ya kitaifa zimekuwa na faida kidogo juu ya ufadhili wa miradi ya GEF ambao umekuwa kwa kiasi kikubwa unategemea mashirika (badala ya Serikali) kwa ajili ya ufadhili wa pamoja. Hata hivyo, michakato ya utoaji wa bajeti ya taifa imeathiri miradi iliyokamilika na miradi inayoendelea ambayo Serikali imewekeza mchango.

Serikali kwa upana imeweza kutekeleza ahadi zake katika suala la mishahara ya wafanyakazi na mahitaji mengine ya kawaida, lakini haijafanikiwa katika kutafuta uwezo wa ziada au kupata vyanzo mbadala vya ufadhili wa Serikali ili kuhakikisha uendelevu wa taasisi nyingi mpya au taasisi zilizofanywa upya, ambazo zimeundwa katika kipindi cha utekelezaji wa mradi.

HITIMISHO 13: Ufuatiliaji na Utathmini wa Mifumo ya baadhi ya miradi ya GEF ulikuwa dhaifu, wakati nyingine ziliripoti kuwa za kuridhisha.

Pamoja na juhudi hizo katika miradi maalum, ni wazi kwamba mifumo ya M&E bado hazichukuliwi kuwa sawa kama mali muhimu kwa kubuni, usimamizi na ukabilianaji wa miradi, na kwamba msisitizo zaidi unahitaji kuwekwa kwenye M&E na wabia wa kitaifa, na mameneja wa miradi.

Katika mradi wa Tao la Mashariki la Mlima, mfumo wa M&E ulikuwa dhaifu na kushindwa kuwezesha usimamizi wa kukabiliana na mradi

huo wenye “tatizo.” Mradi wa utunzaji wa Eneo la Jozani-ghuba la Chwaka, mivuto ya wafadhili mbalimbali ilisababisha utata na mfumo “top-heavy” wa M&E. Masuala katika Mradi wa Ghuba la Mnazi ni pamoja na, mameneja kupuuza mapendekezo kutoka kwa mapitio ya katikati, ukosefu wa mfumo madhubuti wa M&E, na “Logframe” ambayo haijaguswa.

Katika miradi mingine, jitihada za kutosha zimefanywa kuimarisha uwezo wa sasa na wa baadaye wa M&E. Wakati wa Mradi wa Usimamizi wa Maji Bonde la Pangani, Utafiti wa M&E uliofanywa ambao kusababisha mfululizo wa mapendekezo kwa ajili ya ujenzi wa stadi jirani za M&E. Ushirikiano wa M&E katika mpango wa mradi wa kazi ni fanikio muhimu.

5 Mapendekezo

Mapendekezo kwa GEF

PENDEKEZO 1: GEF lazima ihimize jitihada ya kushirikisha OFP katika shughuli zinazohusiana na M&E.

Nchini Tanzania, M&E ya Portfolio ya GEF imegawanyika kati ya Mashirika na ofisi za Usimamizi wa Mradi. Data tofauti na mifumo hairuhusu mtazamo wa jumla wa hali ya jumla ya matokeo ya GEF kwingineko. Kuna pinzani maoni juu ya kiwango ambayo OFP ni agizo taarifa ya shughuli zinazohusiana na M&E na mashirika, kama kwa matakwa ya kiwango cha chini. Hivi sasa GEF ina fedha za kutosha kwa ajili ya kuimarisha uwezo wa M&E nchini (kama zilizoainishwa katika NCSA) lakini hakuna fedha kwa ajili ya gharama ya matumizi ya kawaida, ambayo itahitaji kukutana na bajeti ya mara kwa mara ya serikali, katika kesi hii Jamhuri ya Muungano wa Tanzania.

Maarifa ya shughuli za M&E katika portfolio ya kitaifa itawezesha OFP kulainisha matokeo kwa mpango wa kitaifa na maamuzi na Afisi nyingine za serikali ya Tanzania (Nishati, Utalii, Fedha, nk)

kwa ajili ya mipango na kusimamia rasilimali za kimataifa za kimazingira hasa ya kitaifa wakati huu muhimu katika maendeleo mapana ya uchumi wa Tanzania.

Mabadiliko yajayo kwa ufuatiliaji na Sera ya Tathmini ya GEF wanapaswa kuzingatia uzoefu wa GEF-5, kama ilivyokusanyika katika hii Tanzania, na tathmini ya Portfolio za nchi nyingine, katika matumizi ya Kima cha chini cha Mahitaji 4, kuhusu ushiriki wa Utendaji wa maeneo yaliyoangaziwa katika shughuli zinazohusiana na M&E.

MAPENDEKEZO KWA KAMATI YA PROGRAMU YA RUZUKU NDOGO (SGP)

PENDEKEZO 2: Kamati ya GEF-SGP inapaswa kutekeleza, panapofaa, kuweka majukumu ya mradi wa kitaifa wa SGP ili uweze kutoa huduma na kusaidia shughuli katika ngazi ya jamii kwa FSPs na MSPs.

Nchini Tanzania, SGP ina hadhi ya juu kwa kazi yake na mafanikio katika kuunganisha jamii kwa usimamizi wa mazingira, hasa kwa njia ya Shughuli zenye kipato. Mpango umekuwa wenye ufanisi hadi kumekuwa na miradi mingi ya SGP, ambayo imekuwa jumuishi katika shughuli za jumla ya MSPs na FSPs, na SGP kutoa sehemu ya kijamii ya mradi wa FSP/MSP. Ustawishaji wa mbinu hii utawezesha matumizi taratibu ya mkusanyiko wa utaalamu na uzoefu wa SGP ili kutekeleza shughuli za ngazi ya jamii kwa ajili ya miradi ama programu za GEF vile vile kuongeza matumizi ya rasilimali ya GEF (gharama za kupunguza malipo kutokana na kuwepo kwa miundo ya SGP, fimbo na taratibu kazi

Kutokana na mtazamo wa kimataifa, SGPS inawakilisha mkondo wenye mafanikio ya kazi, lakini pia zinafahamika kuwa na rasilimali zinapopindishwa kutoka kwa maendeleo ya miradi ya kujisimamia. Ushirikiano wa SGP kutoa vipengele vya FSP na MSP katika ngazi ya jamii

ya miradi ingeweza kuruhusu uwepo wa shughuli ilio ya SGP vile vile pamoja na kuanzishwa kwa jukumu kama Utekelezaji wa sehemu ya miradi mikubwa wa GEF. Kwa hiyo inapendekezwa kwamba SGP katika Tanzania, na nchi nyingine, ambapo inafaa, iwe muundo ili iweze zaidi rasmi kupokea fedha kutoka bajeti ya miradi mikubwa ya GEF kutoa shughuli za jamii, ambayo ni muhimu kwa mafanikio mapana.

MAPENDEKEZO KWA SERIKALI YA TANZANIA

PENDEKEZO 3: Afisi ya Utendaji ya maeneo yaliyoangaziwa lazima itafute mbinu za kuhakikisha uratibu zaidi na umoja kati ya vyama vyote vinavyoshiriki katika Portfolio ya GEF, ikiwa ni pamoja na mahusiano kwa M&E ya Portfolio hiyo.

Kama sehemu ya kuanzia, Kamati ya Mradi wa GEF ya nchini Tanzania lazima kufufua mikutano ya mara kwa mara ili kuwa na jukumu hai zaidi katika Portfolio ya usimamizi (angalau) mikutano baada ya nusu mwaka ambayo taarifa muhimu za maendeleo ya M&E zinatolewa na shirika la GEF na kujadiliwa na Kamati.

Mawasiliano ya mara kwa mara kwa wadau wa GEF kupitia afisi ya OFP lazima kuwa miongoni mwa vitu vitakavyotazamwa na Kamati kusaidia wadau kujua shughuli katika Portfolio. Kubadilishana uzoefu na mambo ya kujifunza kwa njia ya mawasiliano ya mara kwa mara pia zinahitajika ili kuruhusu washiriki kuwa na habari kwa ajili ya mipango ya baadaye.

PENDEKEZO 4: Mambo ya kujifunza na maarifa kutoka miradi ya GEF ni pamoja na kuimarishwa miongoni mwa wadau wa GEF na wengine wa maendeleo endelevu, na hasa dhidi yanyaraka za tafsiri ya usimamizi wa maarifakatika Kiswahili, lugha za makabila, kuhakikisha usambazaji mpana zaidi.

Vifaa vya mawasiliano yenye ufanisi na uchukuzi wa teknolojia inayoungwa mkono na GEF na

taratibu. Taarifa muhimu ya maendeleo ya M&E, barua ya mradi au nyaraka nyingine za KM kutoka kwenye miradi ya GEF nchini Tanzania lazima kusambazwa kwa upana kupitia njia za makini zaidi za mawasiliano na kutumia aina ya vyombo vya habari. Katika kesi nyingi nyaraka za GEF ni

katika lugha ya Kiingereza. Vikwazo vya lugha inaweza kushinda na kuhitaji kwamba mradi wa kubuni ni pamoja na mgao wa bajeti ya kutosha kwa ajili ya tafsiri ya bidhaa husika maarifa na nyaraka nyingine za miradi katika Kiswahili kwa idadi kubwa ya umma.

1. Main Conclusions and Recommendations

1.1 Background

Country portfolio evaluations (CPEs) are one of the main evaluation streams of work of the Global Environment Facility's (GEF's) Independent Evaluation Office. By capturing aggregate portfolio results and performance of the GEF at the country level, CPEs provide useful information for both the GEF Council and the countries. CPEs' relevance and utility increased in GEF-5 (2010–14) with the increased emphasis on country ownership and country-driven portfolio development.

The GEF Council has requested the Independent Evaluation Office conduct CPEs every year.¹ The overall purpose of CPEs is to provide the GEF Council and the concerned national governments with an assessment of the results and performance of GEF-supported activities at the country level, and of how these activities fit into national strategies and priorities as well as with the global environmental mandate of the GEF. In fiscal year 2013, the United Republic of Tanzania was selected for evaluation.²

As detailed in the terms of reference ([annex B](#)), Tanzania was selected based on its diverse

portfolio containing projects in almost all GEF focal areas—biodiversity, climate change, land degradation, and persistent organic pollutants (POPs), as well as in the multifocal area. It also has a number of completed/closed projects with significant emphasis on biodiversity and climate change, giving broader scope for reviewing sustainability and progress toward impact. Finally, Tanzania has several projects that are under implementation or on the verge of implementation.

Tanzania is a country with good potential for delivering global environmental benefits. Given the combination of national and global environmental challenges facing the country, national and international stakeholders have dedicated efforts and invested resources to promote sustainable patterns of consumption aimed at protecting and managing the natural resource base and improving and augmenting Tanzania's contribution to the global environment. In view of the importance of the environment and the government's commitment to conserving it, the country is signatory to many international conventions and agreements.

1.2 Objectives, Scope, and Methodology

The Tanzania CPE was conducted between December 2012 and September 2013 by an evaluation team comprised of staff from the GEF Independent Evaluation Office and a team of consultants. A quality assurance panel provided feedback

¹ Countries that have undergone the CPE process are listed on the Office [website](#).

² The United Republic of Tanzania was formed in 1964 through the merger of Tanganyika and the archipelago of Zanzibar, which is made up of two main islands and several smaller ones. Hereafter, the republic is referred to as Tanzania.

to the team on quality aspects related to evaluation products.

The overall objective of the Tanzania CPE was to assess the performance of the GEF portfolio in Tanzania in terms of the relevance, efficiency, effectiveness, and results of GEF activities and processes in Tanzania and the factors contributing to its performance. The evaluation of GEF support to Tanzania had the following specific objectives:

- **Evaluate the effectiveness and results** of GEF support in the country, with attention to the sustainability of achievements at the project level and progress toward impact on global environmental benefits.
- **Evaluate the relevance and efficiency** of GEF support in Tanzania from several points of view: national environmental frameworks and decision-making processes, the GEF mandate of achieving global environmental benefits, and GEF policies and procedures.
- Provide **feedback and knowledge sharing** to (1) the GEF Council in its decision-making process, (2) Tanzania on its collaboration/participation in the GEF, and (3) the different Agencies and organizations involved in the preparation and implementation of GEF support.

The focus of the CPE was the 28 national projects implemented within Tanzania (including Zanzibar). One regional project was also reviewed due to its major geographical and project management presence within Tanzania.

The methodology used a combination of qualitative and quantitative data collection methods and standardized CPE tools and review protocols, adapted to the Tanzanian context.

Results reported come from triangulation of various sources including literature review; country environmental legal framework analysis; global environmental benefits assessment; project review protocols; Tanzania GEF portfolio analysis; and original evaluative research conducted through interviews and stakeholder consultation, review of outcomes to impact (ROtI) studies, and Small Grants Programme (SGP) portfolio analysis. SGP projects were visited on an opportunistic basis, with site visits made to three projects.

NATIONAL PROJECTS SUPPORTED BY THE GEF, 1992–2012

Since 1992, 28 national projects have been supported through the GEF national portfolio in Tanzania. Information about these as well as the regional and global portfolios is presented in table 1.1. A full list of national projects reviewed is presented in [annex F](#).

The overall GEF contribution to the Tanzania national portfolio has been \$78.9 million, which constitutes 17.7 percent of the intended overall funding, including committed cofinancing. Support by focal area is summarized as follows:

- **Biodiversity:** 12 projects totaling \$36.3 million, or 46 percent of total GEF funding

TABLE 1.1 GEF Support to Tanzania, by Modality

Modality	National		Regional		Global	
	Number of projects	GEF grant (million \$)	Number of projects	GEF grant (million \$)	Number of projects	GEF grant (million \$)
Enabling activity	7	1.5	0	0.0	2	6.7
Full-size project	15	72.5	31	433.7	10	151.7
Medium-size project	6	4.8	8	7.4	2	1.7
Total	28	78.9	39	441.2	14	160.1

- **Climate change:** 10 projects totaling \$26.3 million, or 33 percent of GEF funding
- **Land degradation:** 1 project for \$2.6 million, or 3 percent of GEF funding
- **POPs:** 2 projects for \$0.7 million, or 1 percent of GEF funding
- **Multifocal:** 3 projects totaling \$12.9 million, or 16 percent of GEF funding

In terms of overall financial investment for national projects (GEF funding plus committed cofinancing), climate change projects have received the most funding (\$209.6 million), followed by biodiversity projects (\$130.8 million), multifocal area projects (\$79.5 million), land degradation projects (\$24.3 million), and POPs projects (\$0.9 million) (figure 1.1). Note that although there are more projects in the biodiversity focal area than in climate change, overall expenditure on the latter has been far higher.

Several Agencies have implemented GEF-funded projects in Tanzania (figure 1.2 and

table 1.2). The United Nations Development Programme (UNDP) has implemented the most projects (13), the United Nations Environment Programme (UNEP) has implemented 5 projects, and the United Nations Industrial Development Organization (UNIDO) and the World Bank have each implemented 4 projects. The World Bank has also jointly implemented two projects, one with UNDP and one with the International Finance Corporation (IFC). Most of the reported cofinancing allocations are from GEF Agencies (figure 1.1): \$159.1 million from the World Bank (43 percent), \$102.1 million from UNDP (28 percent), \$68.5 million from UNEP (19 percent), and \$36.4 million from UNIDO (10 percent).

In addition to national activities, Tanzania has been a participant in several GEF regional and global projects. The total reported investment in regional projects, including cofinancing, was \$2.66 billion; with GEF funding being \$441.2 million, or 16.6 percent of total. An overview of the total GEF support from which Tanzania benefited is provided in table 1.3.

FIGURE 1.1 GEF Funding and Cofinancing to National Projects by Focal Area and GEF Agency

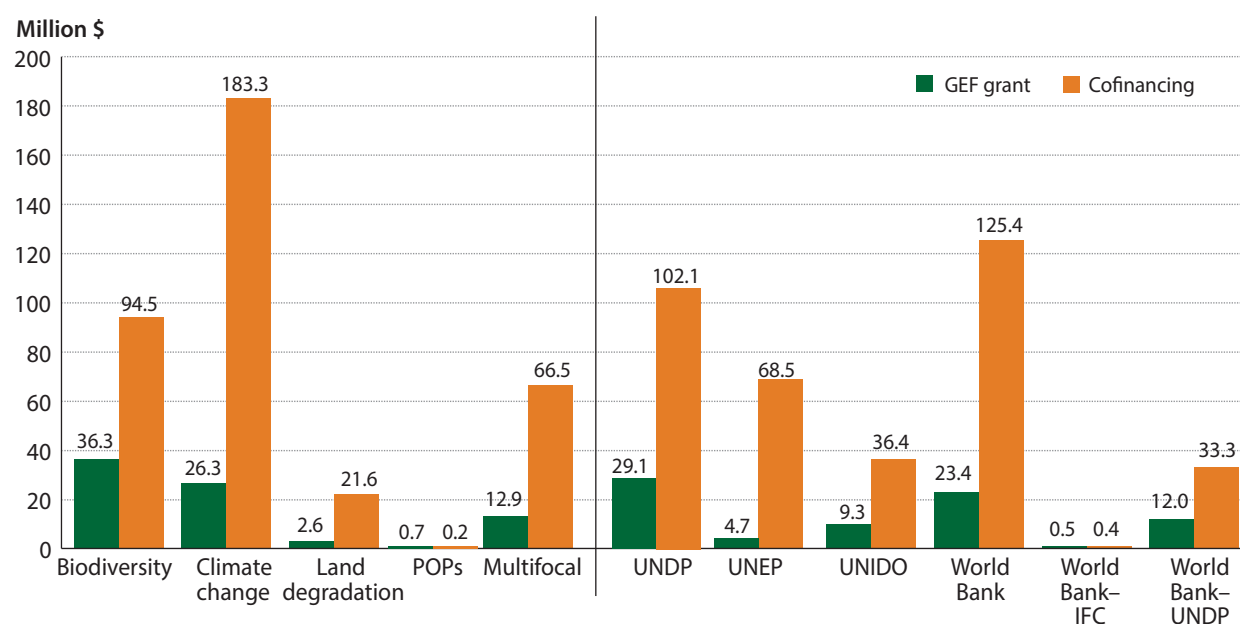


FIGURE 1.2 Agency Funding in National Portfolio by GEF phase

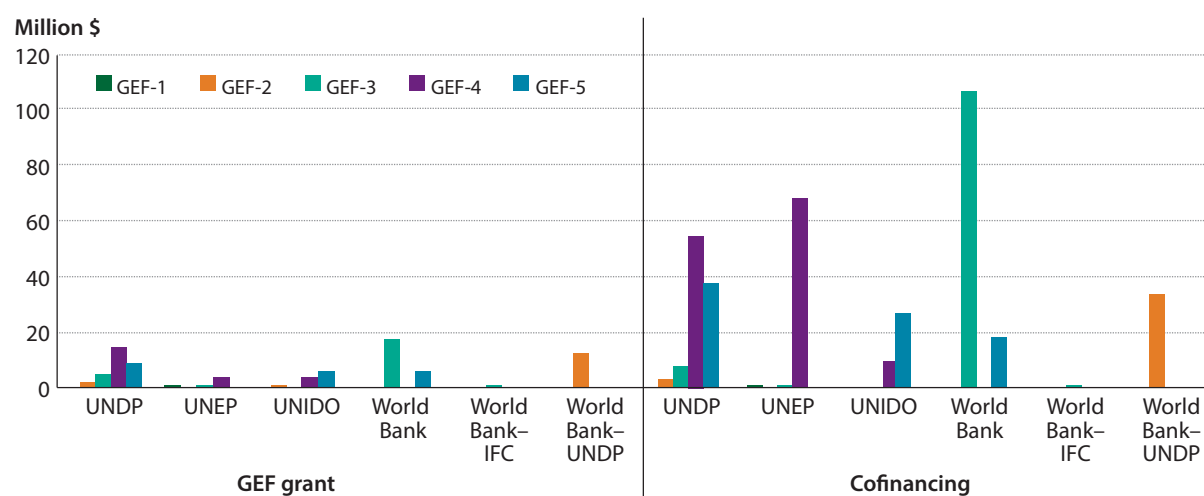


TABLE 1.2 Support to Tanzania National Projects by Focal Area and GEF Agency

Focal area	Agency	GEF funding (\$)	Cofinancing (\$)	Total (\$)	Number of projects
Biodiversity	UNDP	16,222,874	40,583,017	56,805,891	7
	UNEP	777,300	614,300	1,391,600	1
	World Bank	6,860,554	19,556,000	26,416,554	2
	World Bank-IFC	450,000	410,000	860,000	1
	World Bank-UNDP	12,000,000	33,300,000	45,300,000	1
	Subtotal	36,310,728	94,463,317	130,774,045	12
Climate change	UNDP	7,250,000	26,098,946	33,348,946	3
	UNEP	3,910,300	67,878,498	71,788,798	4
	UNIDO	8,627,000	36,233,500	44,860,500	2
	World Bank	6,500,000	53,100,000	59,600,000	1
	Subtotal	26,287,300	183,310,944	209,598,244	10
Land degradation	UNDP	2,630,000	21,646,000	24,276,000	1
	Subtotal	2,630,000	21,646,000	24,276,000	1
POPs	UNIDO	708,000	210,000	918,000	2
	Subtotal	708,000	210,000	918,000	2
Multifocal area	UNDP	2,945,000	13,786,266	16,731,266	2
	World Bank	10,000,000	52,750,000	62,750,000	1
	Subtotal	12,945,000	66,536,266	79,481,266	3
Total		78,881,028	366,166,527	445,047,555	28

TABLE 1.3 Distribution of GEF Support to Tanzania National and Regional Projects, by GEF Phase and Implementation Status

GEF phase	National projects								Regional and global projects							
	Completed		Ongoing		In pipeline		Total		Completed		Ongoing		In pipeline		Total	
	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$
Pilot	0	0	0	0	0	0	0	0	4	26.7	0	0	0	0	4	26.7
GEF-1	1	0.2	0	0	0	0	1	0.2	4	58.1	0	0	0	0	4	58.1
GEF-2	5	14.7	0	0	0	0	5	14.7	2	17.6	0	0	1	6.8	3	24.4
GEF-3	8	6.0	3	17.3	0	0	11	23.3	8	25.7	7	59.6	4	40.7	19	126
GEF-4	0	0	6	20.9	0	0	6	20.9	2	20.3	4	15.4	5	175.9	11	211.6
GEF-5	0	0	0	0	5	19.6	5	19.6	0	0	0	0	12	154.1	12	154.1
Total	14	20.9	9	38.2	5	19.6	28	78.7	20	148.4	11	75.0	22	377.5	53	600.9

NOTE: The GEF funds and cofinancing amount given for the regional and global projects correspond to the overall figures for all the participating countries together. As Tanzania is a participant in these projects to varying degrees, the percentage or dollar allocation for activities executed in Tanzania is not directly attributable.

SMALL GRANTS PROGRAMME

Since 2006, the GEF SGP in Tanzania has received financial support totaling \$7.73 million, covering the biodiversity, climate change, land degradation, and multifocal areas. It leveraged an intended \$2.25 million in cash cofinancing and \$1.94 million in in-kind resources for 279 projects executed by civil society and community-based organizations (CBOs).

The focal area receiving the largest amount of SGP support has been biodiversity, which accounts for 39 percent of GEF SGP funds for 109 activities. Climate change mitigation receives the second largest share of support: 26 percent of GEF funding for 74 projects. Land degradation accounts for about 23 percent of funds for 66 projects; international waters projects have received 10 percent of GEF SGP funds for 28 projects; the remaining 2 percent of funds has gone to support chemicals and adaptation projects.

1.3 Limitations

The evaluation experienced a number of limitations, some of which are generic to CPEs, while others were country specific. Evaluation of overall GEF results has been primarily undertaken on the basis of project-specific evidence, triangulated with

an assessment of aggregate achievements based on stakeholder inputs and the evaluation team's judgment.

There are many national and international stakeholders active in environmental management in Tanzania. Caution must therefore be exercised in attributing any changes to the interventions of the GEF, while assessments of contribution need to take realistic account of the number and scale of other inputs. This is particularly the case for macro-level changes in the field of environmental policies, strategies, and national plans.

GEF projects in Tanzania have been implemented over a 20-year period. The evaluation team experienced difficulty in obtaining readily available and accurate data on some of the GEF's earlier activities. Furthermore, the quality of evaluative evidence—particularly quantitative trends data—relevant to completed projects is variable, posing significant challenges to building a comprehensive overview of results and contribution.

Several of the specific GEF CPE methods and approaches, such as the ROI, were new to the national evaluation team. The exercise proved to be a significant learning opportunity for local partners and the GEF Independent Evaluation Office, but with associated implementation delays and the

need to strengthen some products through supporting inputs.

1.4 Conclusions

EFFECTIVENESS, RESULTS, AND SUSTAINABILITY OF GEF SUPPORT

CONCLUSION 1: Overall, GEF-supported projects and enabling activities have delivered results in a satisfactory manner.

GEF support has played an important role in creating the enabling framework necessary to underpin the creation of environmental policy and legislative development in Tanzania. Key guidelines and even institutions—such as Tanzania’s 2009 bio-safety guidelines and its Deep Sea Fishing Authority—have sprung directly from GEF interventions. The GEF has also supported the development of numerous communications, national plans, and strategies—such as national reports to the conventions, a national biodiversity strategy and action plan (NBSAP), a national adaptation program of action (NAPA), a national action plan (NAP) to combat desertification, etc.—which were necessary precursors for implementation of multilateral environmental agreements.

At the project level, among the 14 completed activities for which a final evaluation is available, 2 (15 percent) were rated as highly satisfactory, 10 (71 percent) were rated satisfactory, 1 (8 percent) was rated moderately satisfactory, and 1 was rated unsatisfactory.

CONCLUSION 2: GEF projects in Tanzania have delivered results in several focal areas, both at the field level and in terms of developing an enabling environment, including through enhanced institutional capacity at the national and local levels. In several instances, projects have made progress toward long-term impacts.

Results have been delivered in all supported focal areas.

Biodiversity

The GEF is widely recognized as having made a vital and effective contribution in terms of the enabling environment for biodiversity protection. GEF support has enabled Tanzania to deliver four national reports to the Convention on Biological Diversity (CBD), with explicit GEF support to the development of the second report. These reports have provided the basis for the preparation of national strategies, plans, and programs in the area. Results reported at the field level have included the protection of habitats of ecological importance, of globally significant biodiversity, and of rare and endangered species. For example, in the last five years, conservation efforts in Zanzibar’s Jozani Chwaka Bay National Park have led to a significant increase in the population of red colobus monkeys; at the Eastern Arc Nature Reserve, conservation efforts have led to the return in increasing numbers of bird species endemic to that region. A similar trend was observed in the number of monkey species endemic to the Kilombero Reserve.

Climate Change

The GEF has supported 10 projects in climate change mitigation and adaptation: 7 enabling activities, 6 medium-size projects (MSPs), and 15 full-size projects (FSPs). As expected, the early portfolio supported preparation of national communications to the United Nations Framework Convention on Climate Change (UNFCCC) and of an adaptation plan as well as capacity building. Subsequent projects began to lay the foundation for transforming markets for renewable energy and improved electricity distribution.

An early example of climate change mitigation by the GEF was a project aimed at transforming the market for rural photovoltaic (PV) systems, for which substantial potential demand was anticipated in view of the extremely low electricity coverage of rural areas of Tanzania.

At the time of its commencement, the Transformation of the Rural Photovoltaics Market project

(GEF ID 1196) project was a pioneer in this technology but unfortunately had low recognition nationally in terms of immediate scale-up. The project catalyzed the sale of an additional 7,500 solar PV units in the Mwanza region, which was its primary focus. These units provided power for schools, clinics, and small businesses, as well as for a limited number of domestic users. The project also established national solar equipment standards.

This contribution of the project to the enabling environment for solar PV technology in particular was visible only upon evaluation and deemed to be substantial. Over time, project stakeholders—particularly, the Tanzanian Renewable Energy Association (formerly the Tanzania Solar Power Association)—lobbied the government to provide fiscal incentives for solar PV technology, which eventually led to the decision to waive taxes and custom duties on solar and wind technology. This decision was credited with removing a substantial barrier to wider adoption of renewable energy. Furthermore, because the project helped promote national quality standards for solar technology, it contributed to the development of a vocational and technical training curriculum. A substantial number of technicians have since been trained in installation and maintenance of these systems.

International Waters

Tanzania has participated in a number of international waters projects, with varying degrees of engagement. The Lake Victoria Environmental Management Project (LVEMP; GEF ID 88) has been included in this CPE in view of the major activities supported in the country during and after its implementation. The main recorded field-level result of the project is reduction of the lake area affected by water hyacinth infestation by some 1,500 km², from a baseline area of 15,670 km². Further, 55 community groups in Tanzania planted some 2.5 million trees, which are intended to help reduce clearing of existing forests, while

an additional 100 village communities have been trained in soil and water conservation.

The project also made a substantial contribution in terms of the enabling environment for managing Lake Victoria and other water bodies. It catalyzed the creation of the Lake Victoria Basin Commission, which is housed in Kisumu, Kenya; and remains the specialized body of the East African Community charged with coordinating sustainable development of the basin. The project also established two specialized laboratories. The Fisheries Laboratory has since been approved and certified by the government of Tanzania and the European Union to ensure that fish exported from the country meet the export quality standards imposed by the European Union.

Land Degradation

There is currently only one land degradation project in the Tanzania national portfolio, SIP [Strategic Investment Programme]—Reducing Land Degradation on the Highlands of Kilimanjaro (GEF ID 3391). It has received \$2.6 million in GEF support and \$21.6 million in cofinancing, and is still under implementation. This project is collaborating with the SGP Kilimanjaro COMPACT project within the region to deliver its community-based components. For instance, the SGP project has supported CBOs in tree planting, shade-grown coffee production, and beekeeping—which is in line with both SGP and project objectives. At last supervision, the project reported progress in a number of areas including farmer training and amount of land under sustainable management.

Land degradation was also addressed in the biodiversity project on Conservation and Management of the Eastern Arc Mountain Forests (GEF ID 1170) and the multifocal area project Sustainable Management of the Miombo Woodland Resources of Western Tanzania (GEF ID 3000). Tanzania also participates in three regional land degradation projects with elements in the country, with

total GEF funding of around \$130.3 million and cofinancing of around \$1.135 billion.

Persistent Organic Pollutants

The GEF supported Enabling Activities to Facilitate Early Action on the Implementation of the Stockholm Convention on POPs in the United Republic of Tanzania (GEF ID 1510). This activity made a significant contribution to laying the foundation for the GEF regional Africa Stockpiles Program (GEF ID 1348), through which the country was able to dispose of 575 tons of obsolete polluting pesticides and 392 tons of heavily contaminated soils. Other results that built on the work of the enabling activities include significant reductions in the release of polychlorinated biphenyls (PCBs) and POPs, the phaseout of industrial use of PCBs, and the removal of toxic and persistent pesticides from the list of those approved for use in Tanzania.³

In terms of the enabling environment, a GEF project laid the groundwork for Tanzania's 2005 national implementation plan (NIP), which specified the existing situation with regard to POPs and outlined the country's commitments to and intended actions for control and management of POPs over a 15-year period. Under the GEF project, national capacity was strengthened and awareness raised among decision makers, private sector managers, nongovernmental organizations (NGOs), and the general public. A number of important systems were established, including an obsolete pesticide database; and an inventory and risk assessment of free-standing pesticides, contaminated sites, soils, buried pesticides, and contaminated equipment. The capacity and resources supported by the GEF established the foundation for measurable reduction of POPs in the country.

Multifocal Area

The multifocal portfolio is made up of two enabling activities and three FSPs, one of

which—the Marine and Coastal Environment Management Project (MACEMP; GEF ID 2101)—was recently completed. Among other achievements, under the MACEMP, about 13 percent of territorial sea areas have been brought under effective protection and management, divided evenly between the Tanzania mainland and Zanzibar. In addition, 127 conservation committees have been established and are involved in mangrove management, leading to the replanting of 3,527 ha of mangrove forests.

A strong legacy of the project is the policy environment, which has been strengthened in numerous ways including facilitation of a common governance regime—i.e., creation of the Deep Sea Fishing Authority through the 2007 amendments to the Deep Sea Fishing Authority Act No. 1 of 1998 and the Deep Sea Fishing Authority Regulations of 2009. The authority is tasked with ensuring sustainable management of Tanzania's exclusive economic zone.

The other multifocal FSPs are in the early stages of implementation and have yet to demonstrate outcomes.

Small Grants Programme

SGP projects have been creatively used in a variety of ways. In particular, many have been implemented in parallel with FSPs and MSPs to provide community stimulus to participate in environmental management by supporting income-generating activities. The evaluation team visited three SGP projects:

- The SGP Sustainable Land Management and Improvement of Livelihoods through Establishment of Rainwater Harvesting Dam project in Nyashimo Mwanz improved community livelihoods through promoting sustainable agricultural practices, notably through the introduction of irrigation.
- The SGP Amani Butterfly Farming Project in Amani, Tanga, promoted butterfly farming in

³ See also Barozi (2012).

the Eastern Usambara Mountains. This effort has resulted in conservation of biodiversity in the mountains, since butterfly farmers and their communities are now conserving natural forests to protect host plants for their butterfly farming. This activity has been successfully replicated near the Jozani Chwaka Bay National Park in Zanzibar.

- The Installation of Solar PV Systems in Schools and Dispensaries around Jozani Chwaka Bay National Park, Zanzibar, has resulted in improved access to electricity and lighting through the installation of PV systems in dispensaries and secondary schools.

CONCLUSION 3: The GEF has been partially effective in disseminating results and lessons learned from projects, but has overly concentrated on English-language documentation and web-based means, neither of which is widely accessible.

A number of GEF-supported activities, including enabling activities, have targeted the preparation of important documents for dissemination and use nationally and internationally. Lessons shared directly with communities and groups have included conservation and restoration know-how, organizational improvement, technology adoption, scale-up, and marketing.

Stakeholders reported that almost all recent GEF Tanzania project documents and reports are written in English, which is understood by less than 20 percent of the population, and are highly technical. Thus, many project participants and environmental stakeholders can neither understand nor share the content.

CONCLUSION 4: The GEF has supported many measures intended to facilitate sustainability of environmental results. Sustainability has often been achieved, although not necessarily at the same level as during project funding.

Specific measures taken to provide a basis for sustainability include capacity and institutional

development and the development and implementation of environmental management systems. For example, institutional development of the Jozani Chwaka Forest Reserve allowed it to be upgraded to a national park, and a management plan developed in consultation with local stakeholders. These outcomes have been maintained and in some cases expanded. There are now 736 savings and credit groups associated with the park, compared with 47 at project completion; this in turn has reportedly stimulated income-generating activities.

Conversely, the Eastern Arc Mountain Forests project's gains, at a period of time well after project close, were thought to be under threat due to its failure to implement a sustainable financing strategy to secure funding for its long-term objectives. More recent evidence suggests that the sustainability of the endowment fund set up may be better than anticipated, with the government of Germany providing over €2 million to enhance conservation capacities.

The sustainability of outcomes of the rural PV market project was at risk at one point due to concerns involving quality assurance, affordability, complementary financial mechanisms, and market penetration. However, market penetration of PV in Tanzania is now promising.

Another important approach to sustainability has been through efforts to link local community benefits to improved environmental management. For example, in the Eastern Arc Mountain Forests project, support for local livelihoods helped generate support for environmental management.

The MACEMP facilitated important changes to the legal framework, ensuring that institutions such as the Deep Sea Fishing Authority, coastal management strategies and plans, sustainable community-level investments, and community capacity building continue to develop.

Of note is the sustained progress made with regard to POPs. These are no longer produced or imported in Tanzania, and further regulations are being prepared. Also, significant awareness

raising regarding health issues has been conducted. Unfortunately, the use of DDT is being reconsidered in tackling malaria due to its efficacy and cost-effectiveness.

Sustainability of outcomes from the LVEMP is mixed. While some institutions established under the project continue to operate, others have since become less used, affecting the environmental status of the lake.

CONCLUSION 5: Several GEF-supported activities have contributed toward global environmental benefits by fostering sustainable livelihood and development approaches.

Livelihood options have been factored into GEF projects in different ways and at different levels. These efforts have included creating new jobs (e.g., in the tourism industry in Jozani Chwaka); promoting income-generating activities through skills development (e.g., technical and marketing skills in solar PV equipment in the rural PV market project); improving livelihoods through the promotion of sustainable consumption of resources (including by reducing stress on forests and protected area species conservation; and reducing destructive livelihoods such as illegal hunting, fishing, and tree felling); and improving existing livelihoods through such practices as improved terraced agriculture to reduce land degradation.

In Shigala Village, a soil conservation CBO works in conjunction with the LVEMP to help control soil erosion and improve water harvesting. As a result, crop yields have increased, and the local community's living standards have improved. Furthermore, the CBO has begun disseminating the techniques used based on demand from adjacent villages.

Creating support for environmental management through income-generating activities is not without challenges, as illustrated by the MACEMP. In this case, insufficient funds and community competition posed significant challenges.

A particularly effective approach has been to link SGP projects, with their emphasis on support to locally based activities, to MSPs and FSPs that generate opportunities for such activities but may not have sufficient resources to support them. For example, the Development and Management of the Selous-Niassa Wildlife Corridor project (GEF ID 1734) obtained support from the SGP to finance local initiatives to promote income-generating activities in a broad range of villages in the project area. Similarly, the Eastern Arc Mountain Forests project obtained SGP funding to promote butterfly farming as an income-generating activity around the Amani Nature Reserves in order to reduce pressure on forest products.

CONCLUSION 6: GEF activities have contributed to facilitating broader adoption through a combination of mainstreaming, replication, scale-up, and market change.

In Tanzania, GEF activities have contributed to enhanced results through all four mechanisms of broader adoption. Notably, **mainstreaming** has been accomplished through assistance with national communications, reports, plans, and programs associated with global conventions; development of a cadre of trained professionals in environmental fields; successful lobbying for fiscal incentives for solar PV technology; and support for the creation of environmental management institutions in the region, such as the Lake Victoria Basin Commission and the Deep Sea Fishing Authority.

Some aspects of the rural PV market project—such as installation of solar PV systems in schools and dispensaries surrounding the Jozani Chwaka Bay National Park—were **replicated** in subsequent SGP projects. The overall project approach was replicated in three other regions (Kagera, Mara, and Shinyanga).

A number of GEF projects have been **scaled up**. For example, the Jozani Chwaka project developed a program to enable sustainable increases in income in communities around the forest reserve.

This initiative has been considerably expanded from its original core since project completion.

The GEF contribution to **catalyzing market change** has also been significant. The efforts of the same PV project promoted a reduction in tariffs on solar panels (which can be seen as mainstreaming); this had an effect on reducing market barriers to PV projects, particularly in rural areas.

RELEVANCE

CONCLUSION 7: GEF support has been and remains relevant to national sustainable development and environmental management priorities.

Over the last 20 years, GEF support has played a significant role in helping to raise awareness of the environment as a vital cross-cutting issue for Tanzania's sustainable development. It has also laid the foundations for mainstreaming environmental issues into a range of sectoral policies and plans.

The CPE found that most projects in the GEF Tanzania portfolio are well aligned to national priority areas as delineated by the government. More specifically, GEF support is contributing to the national sustainable agenda stated in the National Strategy for Growth and Reduction of Poverty (NSGRP II) and the Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA II) by contributing to activities that have a positive impact on biodiversity conservation, restoration of ecosystems, demonstration of green energy sources, improvement of health care and primary and secondary school education, irrigation to increase agricultural productivity and production levels, and other income-generating activities important to communities and the national welfare.

The relevance of the SGP is demonstrated by strong ownership by the government, even though its activities are executed by civil society organizations, NGOs, and community groups with the assistance of UNDP. This ownership has been recently reconfirmed under the national

portfolio formulation exercise, during which the sum of \$3.6 million was suggested as an appropriate amount to be given to the SGP from Tanzania's System for Transparent Allocation of Resources (STAR) allocation of \$27.43 million.

Discussions with key stakeholders found a consistent viewpoint that, as a result of the STAR in GEF-5, government ownership of the portfolio has increased, and Tanzania has become more empowered in establishing and funding its environmental priorities, where these overlap global environment issues.

CONCLUSION 8: GEF support in Tanzania has been relevant to a variety of objectives linked to global environmental benefits related to the biodiversity, climate change, international waters, land degradation, and chemicals focal areas.

The CPE verified that many project outcomes are in line with global environmental benefits across GEF focal areas. Some specific examples include restoration of endangered Kihansi toads; conservation of globally significant forests to increase carbon dioxide sink potential; mitigation of greenhouse gas (GHG) emissions by reducing carbon dioxide emissions; increased use of renewable energy and decreased use of fossil energy resources; sustainable use of components of globally significant biodiversity; multistate cooperation to reduce threats to international waters; reduced pollution load in international waters from nutrient enrichment and other land-based stresses; and restored and sustained freshwater, coastal, and marine ecosystem goods and services.

Field visits confirmed specific results relevant to global environmental benefits. Examples include a significant increase in red colobus monkeys in the Jozani Chwaka Bay National Park (to such an extent that the population may be detrimental to native tree species), the return in increasing numbers of bird species to the Eastern Arc Nature Reserve, and a similar trend in the number of monkey species in the Kilombero Reserve.

CONCLUSION 9: The government of Tanzania and the Revolutionary Government of Zanzibar have been supportive of GEF activities across focal areas, as demonstrated by the use of government's own and donor funds to continue environmental protection initiated with GEF support.

Evidence for this finding is provided by the support given by the government for GEF projects (initially mainly in kind) and the measures it has taken to help ensure the sustainability of the results of completed projects, notably by allocating funds to maintain key activities. While much of such funds are obtained from international partners, it is also important to note that there has been a substantial increase in the budgeted commitment of national funds dedicated to addressing environmental issues: from T Sh 28.4 billion in 2006/07 to T Sh 151.7 billion in 2009/10.

A notable example of sustainable funding commitment concerns the Eastern Arc Mountain Forests project. Even though risks to sustainable funding existed, new support was obtained from the German government. Similarly, the Norwegian Agency for Development Cooperation (Norad) provided support for the Eastern Arc Mountains Endowment Fund to maintain operations during the recent financial crisis, and the Swedish International Development Agency (Sida) helped the rural PV project continue replication to other regions.

Though the government's resources are strained, it does provide funds of its own toward various institutions that contribute to global environmental benefits. However, in some cases, the increased management requirements that often accompany GEF projects, along with the overreliance on external funds, pose real challenges.

EFFICIENCY

CONCLUSION 10: Projects consistently have a greater implementation overrun with few exceptions. National stakeholders perceive GEF project processes to be time-consuming and complex.

Project document review found that enabling activities, MSPs, and FSPs have consistently run

longer than originally intended. A more detailed review of FSPs suggested overly ambitious objectives, leading to substantial time overruns. In Tanzania, the project cycle reforms introduced through the GEF-4 (2006–10) cycle will take time to be realized in the performance of GEF projects.

Prevalent national views suggest that, even with project formulation support, project preparation is complex and time-consuming. Local institutions face challenges in understanding and meeting the requirements of the “opaque nature” of cofinancing; stakeholders indicate that this difficulty, on occasion, threatens the grant nature of GEF funding.

CONCLUSION 11: Mechanisms for more networking among GEF Agencies, national institutions, GEF projects, and other donor-supported projects and activities exist; however, they have not been fully effective in creating better synergies in GEF project programming and implementation.

Networks have been developed between GEF projects, national institutions, and other donor-supported projects. For example, the members of the GEF National Steering Committee are selected from across the public sector, civil society organizations, the private sector, academia, and other international partners. This affords an opportunity for good communication and synergy across related activities in the environmental sector—as was the case, for example, with the coordinated successful lobbying of the government to provide fiscal incentives for solar PV technology. However, the National Steering Committee does not meet on a regular basis, and opportunities for more synergy have lapsed.

The possibility of developing a fully coordinated and synergistic national portfolio is undermined by the background position of the operational focal point in the GEF system. For example, the length and complexity of GEF processes make them less accessible to operational focal points than to GEF Agencies; the more frequent

communications between the GEF and Agencies requires less input from governments; the lack of GEF country offices means that the focal point has fewer resources and less opportunity to oversee GEF activities and meet with GEF and GEF Independent Evaluation Office staff than do the Agencies; operational focal points have little involvement in projects after implementation has begun; Agency project management and monitoring and evaluation (M&E) lack complete transparency for operational focal points; and regional projects lack a lead operational focal point to coordinate communications, which are thus largely controlled by the implementing bodies.

CONCLUSION 12: There has been no major coordination between national budget procedures and the preparation and funding of GEF project proposals.

The cofinancing available from the Tanzania national budget for either GEF MSPs or FSPs has so far been slight. National budgetary procedures have had little effect on GEF project funding, which has been largely dependent on the GEF Agencies (rather than on government) for cofinancing. However, national budget disbursement processes have affected completed and ongoing projects to which the government has committed substantial in-kind contributions.

The government has broadly managed to keep pace with its in-kind commitments in terms of staff salaries and other routine requirements, but has been less effective in finding potential additional or future sources of government funding to ensure the sustainability of the many new or reprofiled institutions that have been developed during project implementation.

CONCLUSION 13: The M&E systems of a number of GEF projects were weak, while others are reported to have been satisfactory.

Despite efforts in specific projects, it is clear that M&E systems are not yet uniformly regarded as an

important asset to the design, management, and adaptation of projects; and that more emphasis needs to be placed on M&E by national partners and project managers.

In the Eastern Arc Mountain Forests project, the M&E system was weak and failed to facilitate adaptive management of this “problem” project. In the Jozani Chwaka Bay National Park project, the interests of multiple financiers resulted in a confusing and top-heavy M&E system. Issues in the Development of Mnazi Bay Marine Park project (GEF ID 780) included managers ignoring recommendations from the midterm review, lack of a coherent M&E framework, and an untouched logframe.

In other projects, substantial efforts have been made to strengthen both current and future M&E capacity. During the Mainstreaming Climate Change in Integrated Water Resources Management in Pangani River Basin project (GEF ID 2832), an M&E study was undertaken that led to a series of recommendations for skills building surrounding M&E tasks. The integration of M&E into the project’s workplan is seen as an important achievement.

1.5 Recommendations

TO THE GEF

RECOMMENDATION 1: The GEF should encourage efforts to engage the GEF operational focal point in M&E-related activities.

In Tanzania, M&E of the GEF portfolio is largely fragmented among the GEF Agencies and project management offices. The disparate data and systems do not allow for a holistic perspective on the overall status and results of the GEF portfolio. There are dissenting views on the degree to which the operational focal point is kept informed of M&E-related activities by the Agencies, as per the GEF minimum requirement. Currently, the GEF has funding available for strengthening M&E

capacity in countries—if this has been identified as a need in the country’s national capacity self-assessment (NCSA)—but no funding for recurrent costs, which would need to be met by regular government budgets.

Knowledge of M&E activities in the national portfolio would enable the operational focal point to more effectively mainstream results into the national strategy and decision making with other Tanzanian government offices (energy, tourism, finance, etc.) to plan and manage globally significant environmental resources—particularly at this important time in Tanzania’s broader economic development.

Future updates to the GEF M&E Policy should consider GEF-5 experiences, as gathered in this and other CPEs, in the application of Minimum Requirement 4, concerning the engagement of the operational focal point in M&E-related activities.

TO THE SGP STEERING COMMITTEE

RECOMMENDATION 2: The GEF SGP Steering Committee should pursue, where appropriate, institutionalization of a role for a national SGP program to function as a service provider to deliver community-level support activities for FSPs and MSPs.

In Tanzania, the SGP has a high profile for its successful work in linking communities to environmental management, particularly through income-generating activities. The program has been so effective that there have been many SGP projects integrated into the overall activities of MSPs and FSPs, with the SGP delivering the project’s community-based component. Institutionalization of this approach would enable systemic use of accumulated SGP expertise and experience to effectively deliver community-level activities for GEF

projects/programs while optimizing the use of GEF resources; this saves costs, due to the preexistence of SGP structures, staff, and work procedures.

From a global perspective, SGP projects represent a highly successful stream of work. However, they are also perceived as having diverted resources away from the development of stand-alone projects. Integration of the SGP through delivery of the community-level components of FSPs and MSPs would allow maintenance of SGP stand-alone activities while introducing it as an implementer of components of larger GEF projects. It is therefore recommended that the SGP in Tanzania—and other countries, where appropriate—be structured so that it can more formally receive funding from the budgets of larger GEF projects to deliver the community-based activities that are essential to broader success.

TO THE GOVERNMENT OF TANZANIA

RECOMMENDATION 3: The operational focal point office should pursue ways of ensuring greater coordination and synergies among all parties engaged in the GEF portfolio, including synergies for M&E of the portfolio.

As a starting point, the GEF Project Steering Committee in Tanzania should revive regular meetings so as to have a more active role in portfolio oversight. During (at least) semi-annual meetings, key M&E progress reports can be presented by GEF Agencies and discussed by the committee.

Regular communications to GEF stakeholders via the operational focal point office should be among the items explored by the committee to keep partners abreast of portfolio activities. Sharing results and lessons through regular communication is also necessary for parties to be kept up to date for future portfolio planning.

RECOMMENDATION 4: Lessons and knowledge from GEF projects should be enhanced among the GEF and other sustainable development stakeholders; in particular, through translation of knowledge management materials into Kiswahili, the local language, to ensure the broadest distribution.

Effective communication and outreach facilitate broader adoption of GEF-supported technologies and mechanisms. Key M&E progress reports, project newsletters, and other knowledge

management documents from the GEF's Tanzania projects should be disseminated broadly through more focused communication channels and using a variety of media. In most cases, GEF documentation is in English. Language barriers could be overcome by requiring that project design include adequate budget allocations for translation of relevant knowledge products and other project documentation into Kiswahili for maximum publicity.

2. Evaluation Framework

2.1 Background

The Tanzania CPE aims to provide the GEF Council and the government of Tanzania with an assessment of the results and performance of GEF-supported activities in the country, and to examine how these activities fit into Tanzania's national strategies and priorities as well as with the global environmental mandate of the GEF. The CPE assesses the performance of the overall GEF Tanzania portfolio. It does not evaluate the performance of individual GEF implementing partners, national entities (agencies/departments, national governments, or involved civil society organizations), or of individual projects.

From among 160 GEF-eligible countries, a country is proposed for portfolio evaluation based on criteria that include size, maturity, diversity, and coverage through past work of the GEF Independent Evaluation Office. The key factors in selecting Tanzania for a CPE were its relatively large, mature, and diverse portfolio. Also, Tanzania had not been adequately covered by the Office in its previous work.

The GEF Independent Evaluation Office proposed the Tanzania CPE to the government of Tanzania. The GEF operational focal point, on behalf of the government of Tanzania, accepted this proposal. A team from the Independent Evaluation Office visited Tanzania in September 2012 to discuss the modalities for the evaluation and meet with national stakeholders. Based on these

discussions, the Office determined the general modalities for and structure of the evaluation team.

Based on an open and transparent multi-stage selection process, the Economic and Social Research Foundation was selected as the national institution to execute the evaluation. Based on suggestions received from the national stakeholders, the Office appointed three experts as members of a quality assurance panel of high-ranking professionals representing the Ministry of Agriculture and Natural Resources, the Poverty Reduction Monitoring Office, and the Institute for Resource Assessment at the University of Dar es Salaam.

In November 2012, the first consultation meeting with stakeholders was organized in Dar es Salaam to scope the evaluation. Based on inputs received during this meeting, the standard terms of reference for GEF CPEs were revised to make them Tanzania specific. The evaluative phase of the Tanzania CPE began in January 2013 and ended in July 2013.

The preliminary findings emerging from the evaluation were shared with national stakeholders in a workshop held in Dar es Salaam in September 2013. This report incorporates feedback received during this workshop along with inputs from the quality assurance panel.

2.2 Objectives

As noted above, the purpose of the GEF Tanzania CPE is to provide the GEF Council and the

government of Tanzania with an assessment of how GEF-supported activities are implemented in-country, report on results from projects, and assess how these activities are linked to the national sustainable development agenda, as well as the GEF mandate of generating global environmental benefits within its focal areas. Based on the overall purpose of GEF CPEs, the Tanzania CPE aimed at contributing to achievement of the following specific objectives (see [annex B](#) for the complete terms of reference):

- Evaluate the **effectiveness** and **results** of GEF support in Tanzania, with attention to the **sustainability** of achievements at the project level and progress toward impact on global environmental benefits¹
- Assess the **effectiveness** and **results** of completed projects aggregated by focal area
- Evaluate the **relevance** and **efficiency** of GEF support in Tanzania from several points of view: national environmental frameworks and decision-making processes, the GEF mandate of achieving global environmental benefits, and GEF policies and procedures²
- Provide **feedback and knowledge sharing** to (1) the GEF Council in its decision-making process to allocate resources and to develop policies

¹ *Effectiveness*: the extent to which the GEF activity's objectives were achieved, or are expected to be achieved, taking into account their relative importance; *results*: the output, outcome, or impact (intended or unintended, positive and/or negative) of a GEF activity; *sustainability*: the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion; projects need to be environmentally as well as financially and socially sustainable.

² *Relevance*: the extent to which the activity is suited to local and national environmental priorities and policies and to global environmental benefits to which the GEF is dedicated; *efficiency*: the extent to which results have been delivered with the least costly resources possible.

and strategies; (2) Tanzania on its participation in, or collaboration with, the GEF; and (3) the different Agencies and organizations involved in the preparation and implementation of GEF-funded support

The Tanzania CPE aims to bring to the attention of the GEF Council various experiences and lessons on how GEF support is implemented in Tanzania. It seeks to analyze the performance of individual projects as part of the overall GEF portfolio. It was not intended to evaluate or rate the performance of GEF Agencies, national entities, or individual projects.

2.3 Scope

The Tanzania CPE looked at all types of GEF-supported activities in the country at different stages of the project cycle (completed, under implementation, and in the pipeline) and implemented through all the GEF Agencies in all the GEF focal areas. The portfolio assessed in this evaluation consists of the national projects and the SGP in Tanzania; the evaluation also considered global and regional projects in which Tanzania participates. Project proposals under consideration were not explicitly part of the evaluation, although those that have received GEF Council approval are listed and discussed as appropriate. The cutoff date for the analysis was June 30, 2012.

2.4 Methodological Approach

The Tanzania CPE was conducted between December 2012 and September 2013 by an evaluation team comprised of staff from the GEF Independent Evaluation Office and national consultants from the Economic and Social Research Foundation. The key evaluation questions are contained in the terms of reference ([annex B](#)) and the associated evaluation matrix ([annex C](#)). In the matrix, each of the key questions is complemented with a list of relevant indicators, potential sources of data, and

the methodology—the tools and methods—used to answer these questions. The key questions were to be answered based on analysis of data collected during the evaluative phase of evaluation.

The Tanzania CPE has been able to answer the key questions, with some reservations concerning the information available on the impact of GEF support. Such information is not routinely collected as part of GEF Agency M&E systems and requires the use of specific impact evaluation methods. Although limited work in this area was conducted by the CPE team through the conduct of three ROTIs, the results of these were not sufficient to provide a broad understanding of GEF impacts, because (1) the ROTIs proved difficult for the consultancy team to implement effectively, and (2) they covered only three projects.

The evaluation used a combination of qualitative and quantitative data collection methods and standardized analytical tools. Several sources of information from different levels in Tanzania were used. Stakeholders consulted included national, regional, and district authorities; sectoral ministries and agencies; academia; GEF Agencies (the World Bank, UNDP, and UNIDO); the GEF operational focal point, located within the Division of Environment, Vice President's Office; civil society organizations and the business community; along with GEF beneficiaries and supported institutions, associations, and local communities and authorities.

The primary focus of the CPE is on the 28 national projects implemented exclusively within the boundaries of Tanzania ([annex F](#)). An additional regional project in which Tanzania participated was reviewed. A full assessment of the regional project's aggregate results, relevance, and efficiency was beyond the scope of this CPE. National and regional project proposals under preparation were also not part of the evaluation.

Projects for field visits were selected based on several criteria, including whether they had been completed and had a technical evaluation, or

were nearing completion; representation within the portfolio by focal area, Agency, modality, and status; accessibility to project activities and sites; and resources and time to conduct the evaluation. Six representative completed national projects were visited during the evaluation (five national and one regional; see [annex E](#)). Of the national projects visited, two were in the biodiversity focal area, two in climate change, and one was a multifocal area project. The regional project visited was in the international waters focal area. Three GEF SGP projects were also visited.

Two ROTI field studies were completed, and a third attempted. The ROTI method uses a theory of change approach to identify a project's progress toward its intended impact and to evaluate the overall performance of GEF projects through an in-depth analysis of project documentation coupled with field verification.³ Data were collected at the project site to verify and then assess the given project's progress along the component results chain that is intended to guide project performance and thereby contribute to the achievement of the project's eventual impacts.

The two projects for which ROTIs were fully conducted had been completed for at least two years prior to the time the CPE was undertaken; these projects were the Conservation and Management of the Eastern Arc Mountain Forests project in the Iringa, Morogoro, and Tanga (Amani) regions; and the Jozani Chwaka Bay National Park Development project (GEF ID 803) in Zanzibar. In each case, interviews with project stakeholders were held, and relevant information and data collected. A third ROTI was attempted for the Transformation of the Rural PV Market project; however, insufficient data gathering in the terminal evaluation prevented appropriate analysis.

³The Office's *ROTI Handbook* provides further details about the methodology used to conduct the ROTIs; see GEF IEO (2009b).

Triangulation of results was conducted, and a triangulation workshop was held on May 7–8, 2013. Triangulation refers to the review, in parallel, of a combination of several research methodologies and/or data sources in the study of the same phenomenon. The purpose of triangulation in this evaluation was to increase the credibility and validity of the results. Results reported here come from triangulation of various sources drawn from literature review, country environmental legal framework analysis, global environmental benefits assessment, project review protocols; Tanzania GEF portfolio analysis; and original evaluative research conducted through stakeholder interviews (both individually and in focus groups), project site visits, ROTIs, and SGP portfolio analysis.

This report presents the findings of the GEF CPE for Tanzania for the period 1992–2012. Preliminary findings were presented in an aide-mémoire, which was discussed with national stakeholders at a workshop held in Dar es Salaam September 5, 2013. Feedback from the workshop and from the quality assurance panel has been incorporated into this document.

2.5 Limitations

The evaluation faced a number of limitations, some of which are generic to CPEs, while others were country specific. Evaluation of overall GEF results has been primarily undertaken on the basis

of project-specific evidence, triangulated with an assessment of aggregate achievements based on stakeholder inputs and the evaluation team's judgment.

There are many national and international stakeholders active in environmental management in Tanzania. Caution must therefore be exercised in attributing any changes to GEF interventions, and assessments of contribution need to take realistic account of the number and scale of other inputs. This caveat is particularly true for macro-level changes in the field of environmental policies, strategies, and national plans.

GEF projects in Tanzania have been implemented over a 20-year period. The evaluation team experienced difficulty in obtaining readily available and accurate data on some of the GEF's earlier activities. Furthermore, the quality of evaluative evidence—particularly quantitative trend data—on completed projects is variable, posing significant challenges to building a comprehensive overview of results and contribution.

Several of the specific GEF CPE methods and approaches, such as the ROTI, were new to the national evaluation team. The ROTI exercise proved to be a significant learning opportunity for local partners and for the GEF Independent Evaluation Office, but incurred implementation delays and the need to strengthen some products through supporting inputs.

3. Context of the Evaluation

3.1 Tanzania: General Description

The United Republic of Tanzania was formed in 1964 through the merger of Tanganyika and the archipelago of Zanzibar, which is made up of two main islands and several smaller ones. Centrally located in East Africa, Tanzania has eight neighboring countries and 1,400 km of Indian Ocean coastline. It is a member of the East African Community and of the Southern African Development Community. As a semi-autonomous part of Tanzania, Zanzibar has its own government, known as the Revolutionary Government of Zanzibar, with a president, first vice president, second vice president, and cabinet.

Tanzania is divided into 30 regions: 5 on the semi-autonomous islands of Zanzibar and 25 on the mainland, the former Tanganyika. The population of the country is 44.9 million as of the 2012 national census. Of these, approximately 43 million reside in mainland Tanzania and 1.3 million in Zanzibar.

The country's Human Development Index is 0.466, ranking it 152 out of 187 countries; although below the world's average, this is above the regional average.¹ Over the past two decades, economic reforms have improved the country's economic status. The economic growth rate in 2012 was at 6.9 percent in real terms—higher than the target of

6.8 percent, but lower than the 7.0 percent recorded in 2010. According to a World Bank study, the living conditions in rural areas of Tanzania have not improved because many households have not been included in the economic growth patterns (World Bank 2012b).

The economy is based primarily on agriculture, which accounts for more than half of the gross domestic product (GDP) of \$23.71 billion (as of 2011). Agriculture comprises approximately 75 percent of exports, and employs about 75 percent of the workforce. Tourism accounts for around 16 percent of GDP and nearly 25 percent of total export earnings. However, topography and climate limit cultivated crops to only 4 percent of the land area. The nation has many resources including minerals, natural gas, forests, and tourism.

The country's landscape spans from east coast shores to a mountainous northeast, which is dominated by Africa's highest peak, Mount Kilimanjaro. Tanzania borders Lake Victoria to the north and Lake Tanganyika to the west. The center of the country consists of a large plateau with plains and some arable land. About a third of Tanzania is covered by forests and woodland; on the plains, populations of African wildlife thrive in well-known areas, such as the Serengeti, which remain mostly unspoiled. In the marine realm, the country's mangrove forests have several ecosystem functions, including serving as nursery areas for fish and prawns. There are also extensive seagrass areas—an important food and habitat. Coral reefs

¹ <http://hdr.undp.org/sites/default/files/Country-Profiles/TZA.pdf>, accessed December 2015.

are located along about two-thirds of Tanzania's coastline.²

3.2 Environmental Resources in Key GEF Focal Areas

ENVIRONMENTAL THREATS AND CHALLENGES

The six major environmental threats identified by Tanzania's government are land degradation; lack of accessible, good quality water for both urban and rural inhabitants; environmental pollution; loss of wildlife habitat and biodiversity; deterioration of aquatic systems; and deforestation (URT 1997). These threats result in the loss of important social and economic benefits through reduced soil productivity; inadequate water for washing, cooking, drinking, and hygiene; and potential damage to national heritage and tourism. The loss of these benefits has been associated with an increase in poverty in the country. Underlying reasons for these adverse trends include inappropriate land and water management, inadequate financial and human resources, inequitable terms of international trade, the vulnerable nature of some local environmental niches, rapid growth of both rural and urban populations, and inadequate institutional coordination among key stakeholders. Other challenges include ineffective monitoring and information systems, weak capacity to implement programs, insufficient involvement of major stakeholders (local communities, NGOs, and the private sector), and poor integration of conservation measures into planning and development of programs (URT 1997).

Zanzibar and its islands are facing several environmental challenges. These include deforestation caused mainly by settlement expansion, agricultural activities, firewood collection, and uncontrolled harvesting of trees for building

materials. Other challenges are loss of terrestrial and freshwater species, soil erosion, overexploitation of marine resources, urban desertification, limestone quarries, and sand mining.³ Zanzibar faces another serious environmental challenge in the form of sea level rise. Climate models predict a significant increase in temperatures for Zanzibar, with the maximum monthly temperature projected to increase 1.5°–2°C by the 2050s and 2°–4°C by the 2090s (RGZ 2012). Rising temperatures associated with ocean expansion and ice melt are responsible for sea level rise. The Intergovernmental Panel on Climate Change projects a global average of between 0.2 and 0.6 m of sea level rise over the next century (IPCC 2007). There is a strong projected trend of increasing sea level which will have potential effects on many areas of Zanzibar (RGZ 2012).

Tanzania aims to promote and enable a sustainable development pathway by facilitating ecosystem conservation; regeneration and restoration of biodiversity; and resilience in the face of new and emerging challenges such as deforestation, land degradation, desertification, and climate change.⁴

In the last few decades, the country has witnessed a substantial increase and expansion of various socioeconomic activities such as agriculture, commercial tourism, oil and gas, mining, fishing, manufacturing, and trade at the household, community, and national levels. Over time, these resource-consuming activities, the rising population, and climate-related effects have put pressure on the environment, resulting in declining environmental health in parts of the country.⁵

³ <http://www.zanzinet.org/zanzibar/nature/mazingira.html>; accessed December 2012.

⁴ A detailed examination of the issues facing Tanzania and of the approaches taken to address them is provided by URT (2012b).

⁵ These issues are discussed in detail in chapter 7 of URT (2012b).

² http://wwf.panda.org/who_we_are/wwf_offices/tanzania/about_tanzania/; accessed December 2012.

The most recent Global Benefit Index scores for Tanzania are higher than those of other East African countries, particularly Kenya and Uganda. Its scores indicate that Tanzania is a country with highly significant global resources and tremendous potential to deliver global environmental benefits.

Given the combination of national and global environmental challenges facing the country, national and international environmental stakeholders have dedicated efforts and invested resources to promote sustainable patterns of consumption; these are aimed at protecting and managing the natural resource base and improving and augmenting Tanzania's contribution to the global environment.

BIODIVERSITY

Tanzania is categorized as 1 of the world's 14 biodiversity hotspot countries. About 43 percent of the country's land area is covered by important ecosystems, which have been included in national parks and game and forest reserves; additionally, a number of the country's key wetlands have been designated as Ramsar sites (URT 2012b).

Out of 34 globally known biodiversity hotspots, 6 are found in Tanzania (URT 2013): the Eastern Arc Mountain Forests (Usambara west and east, Pare north and south, Nguru, Uluguru, Ukaguru Rubeho, and Udzungwa Mountains); the coastal forests; the Great Lakes for Cichlid fishes (Lakes Victoria, Tanganyika, and Nyasa); the marine coral reef ecosystems; the ecosystems of the alkaline Rift-Valley Lakes (e.g., Natron and Eyasi); and the grassland savannahs for large mammals, including the Serengeti National Park. Tanzania's exceptional biodiversity provides multiple benefits to society, with economic benefits that are rarely captured by market analysis (URT 2012b).

These ecosystem services include provision of food, supporting services such as nutrient recycling, regulatory services, flood protection, recreational and cultural services, and tourism (Devisscher 2010). They are integral to the national

economy and underpin large parts of the GDP, foreign revenue (including through tourism revenue), and export earnings; and sustain a very large proportion of the population (URT 2012b). Thus, sustainable development in Tanzania is highly dependent on conservation and on appropriately controlled utilization of biodiversity to ensure its continuing contribution to socioeconomic development, as well as toward attaining the Tanzania Development Vision 2025 and the Zanzibar Development Vision 2020 (URT 2013).

Tanzania has seven protected areas listed as World Heritage sites: the Kilimanjaro National Parks, the Kilwa Kisiwani Historical Site, the Kondo Rock Art Sites, the Ngorongoro Conservation Area, the Selous Game Reserve, the Serengeti National Park, and Zanzibar Stone Town.⁶ Tanzania's protected areas are estimated to sequester 2.019 billion metric tons of carbon in living biomass (FAO 2010). From a socioeconomic perspective, the protected areas play an important role for the rural and urban populations, supporting 87 percent of rural livelihoods, and providing more than 70 percent of the national energy supply and 75 percent of construction materials (URT 2012b).

Tanzania is home to more than 14,000 known species of plants, amphibians, birds, mammals, and reptiles, as well as several invertebrates. Twenty percent of these are endemic (including the African violet flower), meaning they exist in no other country, and 6 percent are threatened; 5 percent are protected under International Union for Conservation of Nature (IUCN) Categories I–V (Gideon, Nyinondi, and Oyema 2012). The Eastern Arc Mountain Forests have the highest known number of plant and animal species of any region in Tanzania. Approximately 63 percent of the linyphiid spider species, 43 percent of the butterfly species, 37 percent of both the reptile and bird species, 34 percent of the mammal species, 33 percent

⁶<http://www.touristlink.com/tanzania/cat/heritage-sites/map.html>; accessed January 2013.

of the amphibian species, and 27 percent of the plant species found in Tanzania occur in the Eastern Arc Mountain Forests (World Bank 2010b).

Zanzibar alone is home to 4,000 plant species, including tourist-attracting spice plant species such as cardamom, cinnamon, and cloves. It is also home to 54 terrestrial mammals, including the famous endemic red colobus monkey (*Procolobus kirkii*); 252 bird species; over 400 fish species; 58 seagrass species; and many invertebrates. Red colobus monkeys are commonly found in the Jozani Forest, where they occupy a remarkable array of habitats including groundwater forest, coral rag forest, fruit tree gardens, and mangrove forest (RGZ 2009). Their population is about 1,500, moving in groups of 10–30 individuals.⁷ This species of mammal is only found in Jozani Chwaka Bay National Park and its surrounds. Zanzibar has a number of threatened species, including four species of birds, the red colobus monkey, the coconut crab, the Zanzibar galago (*Galagoides zanzibarius*), and shark fish. The Zanzibar leopard (*Panthera pardus adersi*) is believed to be extinct.

CLIMATE CHANGE

Tanzania's economy is very dependent on the climate, because a large proportion of its GDP is associated with climate-sensitive activities, particularly agriculture. Rain-fed agriculture is the backbone of the Tanzanian economy and accounts for more than 25 percent of GDP.

In 2010, a study conducted by the Heinrich Böll Foundation found that, overall, Tanzania's economy, the well-being of its population, and its recent positive economic development trajectory are particularly vulnerable to climate change as evidenced by the widespread damage and hardships imposed by regular drought and extreme rainfall events under current climate variability (Hepworth 2010). The same report found the

country's capability to adapt to climate change to be severely limited.

Flooding and drought incidences will continue to affect natural resources and the Tanzanian environment due—as noted above—to a projected rise in the mean daily and mean annual temperatures throughout the country. Rainfall is also projected to increase in some parts of the country and to decrease in other parts; specifically, areas with a bimodal rainfall pattern are projected to have increased rainfall ranging from 5 to 45 percent, while areas receiving unimodal rainfall will have reductions ranging from 5 to 15 percent by 2030.

Climate change poses potential threats to Tanzania's coastal zones (sea level rise), health, energy supply and demand, infrastructure, water resources, agriculture, and ecosystem services—with potentially high impacts and economic costs across these sectors. The issue of climate change has risen on the country's political and development agenda in recent years, reflecting heightened global attention on the issue.

Currently, about 90 percent of the energy consumed in Tanzania is in the form of biomass, 8 percent is oil and natural gas, and 1.5 percent is electric. Coal, solar, and wind energy account for the remaining 0.5 percent of energy sources (URT 2012b). The heavy reliance on biomass as the main energy source by more than 80 percent of the Tanzanian population (URT 2012b) has had a negative impact on climate change as a contributor to GHGs. The country's total annual carbon dioxide emissions from deforestation and degradation are estimated at 126 million tons (Zahabu 2008). Carbon dioxide accounts for a large share (60.7 percent) of all GHGs emitted to the atmosphere, followed by methane (38.1 percent) and nitrous oxide (1.2 percent). Energy, agricultural activities, and land use changes and forestry account for the majority of Tanzania's GHG emissions (table 3.1). Main sources of Tanzania's GHG emissions are presented in table 3.2.

⁷ Source: <http://safariuganda-africa.com/zanzibar-tours/zanzibar-animals.html>; accessed August 2016.

TABLE 3.1 Carbon Dioxide Emissions as a Percentage of Total Fuel Combustion in Tanzania, by Sector

Sector/source	1990	2008	% change, 1990–2008
Energy (electricity and heat production)	17.5	18.5	–1.0
Industry			
Manufacturing industries and construction	22.2	13.3	–8.9
Residential buildings and commercial and public services	19.9	10.4	–9.5
Transport	40.4	56.8	+16.4
Other	0.0	1.2	+1.2

SOURCE: World Bank 2012c.

TABLE 3.2 Main Sources of Tanzania’s Greenhouse Gas Emissions (gigagrams)

Source	Carbon dioxide	Methane	Nitrogen oxide	Nitrous oxide	Carbon monoxide	Total	% of total
Energy	2,023.05	425.83	67.96	1.94	1,628.88	4,147.66	6.39
Industry	349.42	—	—	—	—	349.42	0.54
Agriculture	—	1,335.92	42.12	1.73	2,308.87	3,688.64	5.67
Land use changes and forestry	56,664.57	3.06	0.76	0.02	31.33	56,699.74	87.33
Waste	—	43.78	—	—	—	43.78	0.07
Total	59,037.04	1,808.59	110.83	3.69	3,969.08	64,929.24	100.00
Global warming potential	1	21	—	310	—	332	
Carbon dioxide–equivalent	59,037.04	37,060.91	—	1,143.93	—	97,241.88	
Percent	60.71	38.11	—	1.18	—	100.00	

SOURCE: URT 2010.

NOTE: — = not available. 1 gigagram = 1,000 tons.

INTERNATIONAL WATERS

Tanzania shares 11 international lakes and rivers with other nations, including three great lakes (Nyasa, Tanganyika, and Victoria); two small lakes (Chala and Jipe); and the Kagera, Mara, Pangani, Ruvuma, and Songwe Rivers (URT 2012c). Each of these bodies of water exhibits unique characteristics and poses a complex range of water resource management as well as development issues and challenges (URT 2012c).

The country has 1,420 km of Indian Ocean coastline with a rich diversity of tropical marine and coastal systems including coral reefs, sea-grass beds, mangrove stands, and sand dunes. These marine and coastal resources are critical

to Tanzania’s economic and social development and underpin the livelihoods of coastal communities that rely heavily on the sea for their food and income (URT 2012b).

The lakes are ecologically sensitive and important biodiversity zones providing habitat for hundreds of endemic species of fish (URT 2012b). Environmental challenges facing the lakes and their basins include exploitative and unsustainable use of fishery resources; wetland encroachment and degradation and reduction in biodiversity; discharge of untreated industrial and urban solid and liquid wastes, leading to deterioration of water quality; discharge of untreated sewage into the lakes, leading to nutrient increases and resultant

phytoplankton bloom and oxygen depletion; infestation by weeds and exotic species such as water hyacinth and Nile perch; deforestation, overgrazing, and increased runoff of water and eroded topsoil together with organic matter and nutrients, contributing to algal growth and eutrophication of the lake (URT 2009a, 2009b).

Tanzania's international waters are used for economic activities such as maritime transport, fishing, mangrove forest harvesting, and tourism. These activities may have a negative effect on freshwater and marine ecosystems and their biodiversity. The government of Tanzania included sustainable water management as a major component of its 2004 National Environment Management Act (URT 2004) and of the Water Resources Management Act of 2009 (URT 2009b).

Tanzania is a participant in the Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region (the Nairobi Convention). Tanzania acceded to the convention in March 1996.

LAND DEGRADATION

Land degradation is a serious problem in Tanzania (Mongi 2008). While soil erosion (occurring in 61 percent of the land area), desertification, and salinization are fundamental features characterizing land degradation, desertification is the most severe form (URT 2013). According to the United Nations Sudano-Sahelian Office, about 33 percent—or 115,029 km²—of Tanzania's land area is prone to desertification (Mongi 2008). The most affected regions are Dodoma and Singida and parts of Arusha, Iringa, Mara, Mwanza, and Shinyanga (URT 2012b). Sea level rises due to climate change are projected to result in up to 82 km² of land area loss by 2100 (Global Climate Adaptation Partnership and Partners 2011).

The major causes of land loss include deforestation, overgrazing, wildfires, cultivation of marginal land, and inappropriate and poor agricultural practices such as shifting cultivation (URT 2012b).

Other causes include unsustainable mining, degradation of water resources, inadequate agricultural technology and land husbandry techniques, inadequate alternative energy sources, and rapid population growth—all of which put pressure on land resources (URT 2012b). Cultivation on steep slopes and river banks and unsustainable irrigation cause land degradation by leading to water loss and soil erosion, severe beach and coastal erosion, and poor waste management (URT 2012b).

International efforts to combat desertification and land degradation started in the 1970s when UNEP held an international conference on desertification in Nairobi, Kenya; this led to adoption of an action plan to combat desertification (URT 1999). In 1992, the United Nations Conference on Environment and Development noted that desertification was still a major problem and supported a new integrated approach (URT 2012b).

The NAP to combat desertification and the Strategy for Urgent Actions on Land Degradation and Water Catchments (URT 2013), which seeks to halt land degradation and conserve water catchments, are two national Tanzanian initiatives undertaken since ratification of the United Nations Convention to Combat Desertification (UNCCD) to address land degradation. The purpose of these action plans is to identify factors contributing to desertification and practical measures necessary to combat desertification and mitigate the effects of drought (URT 2012b).

PERSISTENT ORGANIC POLLUTANTS

POPs are one of the major problems threatening human health. Twelve specific POPs have been identified as most harmful to humans and the ecosystem. These can be placed in three categories: pesticides, industrial chemicals, and industrial by-products. It has been widely accepted that their elimination should be a high priority for Tanzania. Tanzania ratified the Stockholm Convention on POPs in 2002 with the objective of protecting

human health and the environment, and focusing on eliminating or reducing the release of POPs. The NIP for POPs identified sources of polychlorinated dibenzo-paradioxins, polychlorinated dibenzofurans, and PCBs in the country (URT 2005).

Under the auspices of the regional Africa Stockpiles Program, the GEF—through the World Bank—is helping Tanzania dispose of tons of environmentally unsafe pesticides (World Bank 2012a). This program, which is operational in Ethiopia, Mali, Morocco, Nigeria, South Africa, Tanzania, and Tunisia, aims to eliminate existing stockpiles of POPs and other obsolete pesticides in Africa, and institute measures to ensure that new stockpiles do not take their place (World Bank 2012a).

According to the government of Tanzania (URT 2012b), there is currently no production or importation of POP pesticides in the country. However, eliminating DDT is a major challenge, as the country has reintroduced DDT for public health purposes, to be used against malaria vectors particularly in Zanzibar and the northwest part of the country (URT 2012b). Use has been restricted to indoor application in accordance with World Health Organization guidelines (URT 2012b). In this regard, training in DDT use; research on and dissemination of available alternatives; and strengthening of institutional capacity for monitoring DDT imports, use, and disposal are mandatory (URT 2012b).

Other actions undertaken include strengthening the management of industrial chemicals. Accordingly, the following legislative tools affecting POPs have been developed: the Chemicals Act; increasing public awareness of issues related to POPs and their health and environmental effects; review of the Tropical Pesticides Research Institute Act, 1986; research into the levels of these substances in water bodies and sites where they were used/warehoused; mainstreaming POPs command and control instruments in respective industries and strengthening monitoring of production, importation, and use of agricultural, livestock,

health, and industrial chemicals; review of agricultural and environmental policies; and strengthening Tanzania's position in international POP and environmental negotiations (URT 2012b).

3.3 Environmental Legal and Policy Framework in Tanzania

In mainland Tanzania, the National Environmental Management Act of 2004 provides the legal framework for implementation of the National Environmental Policy of 1997, repealing the Environmental Management Act of 1983. The newer act includes provisions for environmental impact assessment and audits. It also provides for the prevention and control of pollution and waste management, environmental quality standards, public participation, and compliance and enforcement, along with resource management and biodiversity conservation.

The National Environment Action Plan (NEAP) of 1994 and—more recently—the NEAP of 2012 build on the recommendations from Rio in 1992. The National Environmental Management Act provides for NEAPs with a lifespan of five years, after which the NEAP is subject to review. The NEAP's main purpose is to mainstream environmental concerns into development policies, plans, and strategies. In addition, sector ministries and local government authorities are obliged to prepare environmental action plans that are in conformity with the NEAP and form the basis for environmental mainstreaming in the respective sector.

In Zanzibar, the Environmental Management for Sustainable Development Act of 1996 was enacted to—among other things—implement the National Environmental Policy. It is the framework environmental law in Zanzibar, and its provisions override those of sector laws if there is a conflict between these. The act provides institutional arrangements for environmental conservation in Zanzibar. It is also a means of domestication of

environmental international treaties. It contains sections that are meant to enforce its provisions and uses a combination of strategies to induce compliance.

The 1992 United Nations Conference on Environment and Development in Rio made it urgent for Tanzania to establish an action plan at the national level because the Rio Declaration referred to international conventions to which Tanzania is a signatory party.

Table 3.3 summarizes environmental-related legislation in Tanzania and Zanzibar. Table 3.4 lists the key international conventions and treaties to which Tanzania is a party. Figure 3.1 shows the timing of GEF projects vis-à-vis the ratification and development of treaties, national laws, and policies. The timeline suggests that the GEF contribution to the development of legal and policy frameworks on the environment in Tanzania has been positive. Further substantiation of this finding, along with other results, can be found in [chapter 6](#).

BIODIVERSITY

Mainland Tanzania and Zanzibar are rich in biodiversity, and the country is committed to ensuring that its renewable resources are well conserved for the benefit of present and future generations.

In support of this goal, Tanzania signed the CBD following the Rio Summit in 1992; this was ratified in 1996. As a contracted party, Tanzania is required to develop strategies, action plans, and programs for conservation and sustainable utilization of biodiversity. Accordingly, with support from the GEF, a national biodiversity country study was undertaken between 1995 and 1996. The study aimed at establishing the basis for preparation of the NBSAP, which was adopted in 2001.

Tanzania has also accepted the Cartagena Protocol on Biosafety, which entered into force in 2003. The GEF supported enabling activities that resulted in a draft of the National Biosafety

Framework. Following adoption in 2005, the GEF also supported implementation of the framework, which resulted in the development and adoption of biosafety guidelines in 2009.

Tanzania has adopted several other multilateral environmental agreements such as the Convention on International Trade in Endangered Species of Wild Fauna and Flora (1979), the Convention on the Conservation of Migratory Species of Wild Animals (1979), the Convention Concerning the Protection of the World's Cultural Heritage (1987), and the regional Lusaka Agreement on cooperative enforcement operations directed at illegal trade in wild fauna and flora (1994).

CLIMATE CHANGE

Tanzania became a party to the UNFCCC in 1992; it ratified the convention in 1996, which entered into force the following year. The country went on to ratify the Kyoto Protocol to the UNFCCC in 2002; this went into force in 2005.

In 2007, with support from the GEF and UNEP, Tanzania developed its NAPA. The plan identifies priority activities that address adaptation to adverse impacts of climate change. It was prepared in line with the aspirations of the National Development Vision 2025 and as an integrated national plan toward sustainable development.

Tanzania developed its National Climate Change Strategy in 2012; this identifies climate risks and provides a strategic framework for mitigating those risks.

The GEF has so far provided support to Tanzania in preparing its initial national communication to the UNFCCC, its NAPA, a country case study on GHGs, and capacity-building activities. The GEF is in the process of arranging financial and technical support for preparation of Tanzania's second national communication to the UNFCCC, with one aim being to integrate climate change priorities into development strategies and relevant sector programs.

TABLE 3.3 Selected National Laws and Regulations on the Environment In Tanzania and Zanzibar

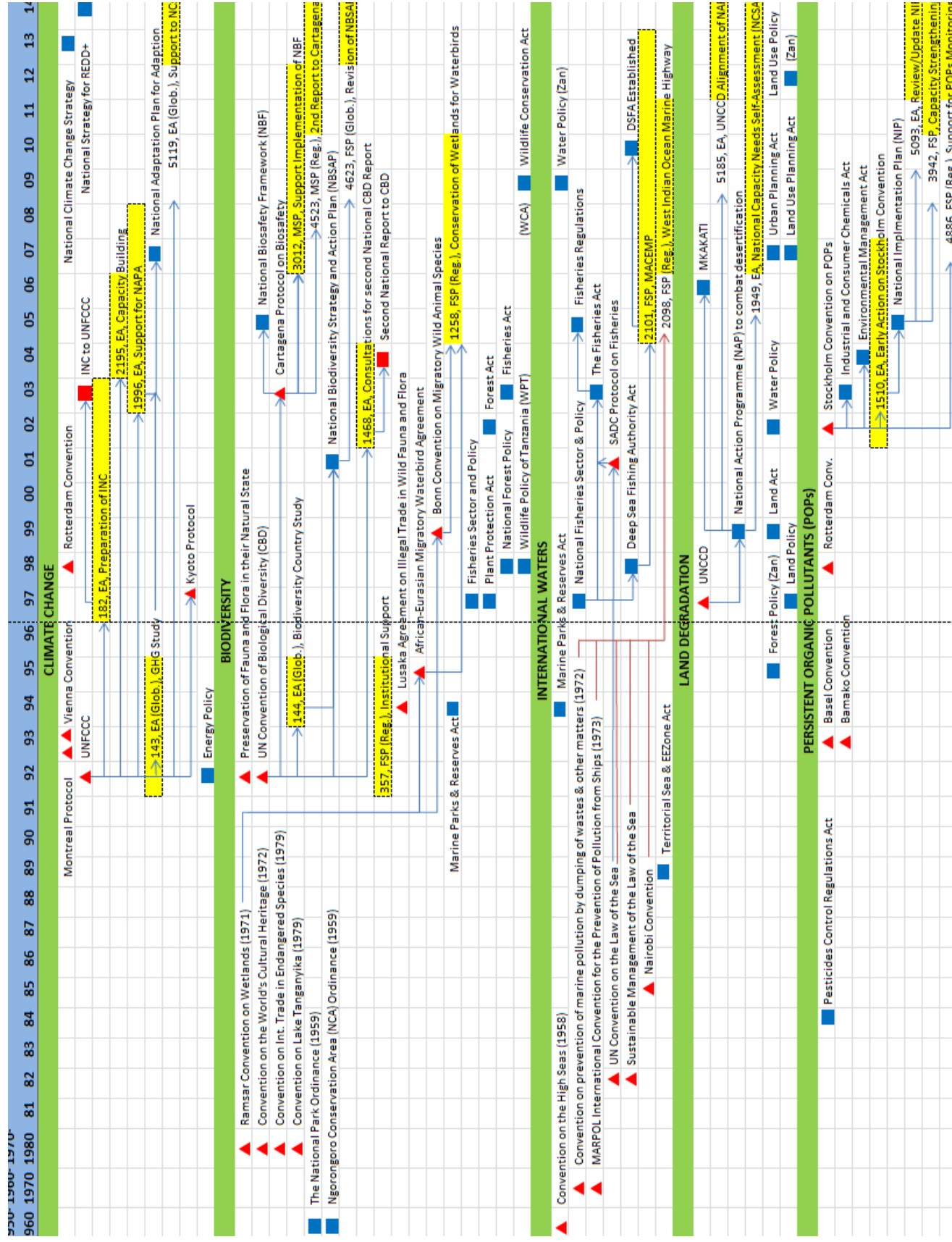
Law, regulation, or policy		Date of enactment or amendment
Biodiversity		
Tanzania	Marine Parks and Reserves Act	1994
Tanzania	National Fisheries Sector and Policy Statement	1997
Tanzania	Plant Protection Act	1997
Tanzania	National Forest Policy	1998
Tanzania	National Beekeeping Policy	1998
Tanzania	The Wildlife Policy of Tanzania	1998
Tanzania	National Biodiversity Strategy and Action Plan (NBSAP)	2001
Tanzania	Forest Act	2002
Tanzania	Fisheries Act	2003
Tanzania	Wildlife Conservation Act	2009
Tanzania	National REDD+ Strategy	2013
Zanzibar	Forest Resources Conservation and Management Act	1996
Zanzibar	National Forest Policy for Zanzibar	1999
Zanzibar	Fisheries Policy	2003
Zanzibar	Fisheries Act	2010
Climate change and energy		
Tanzania	Tanzania National Energy Policy	1992
Tanzania	Initial National Communication (INC) to UNFCCC	2003
Tanzania	Environmental Management Act	2004
Tanzania	National Adaptation Program of Action (NAPA)	
Tanzania	National Climate Change Strategy	2012
Tanzania	National Agriculture Policy	2013
Zanzibar	National Environmental Policy	1992
Zanzibar	Environmental Management for Sustainable Development Act	1996
International waters		
Tanzania	Deep Sea Fishing Authority Act	1998
Tanzania	Territorial Sea and Exclusive Economic Zone Act	1989/2007
Tanzania	National Fisheries Sector Policy and Strategy Statement	1997
Tanzania	Fisheries Act	2003
Tanzania	Fisheries Regulation	2005
Zanzibar	National Water Policy	2004
Land degradation		
Tanzania	National Action Programme (NAP) to combat desertification	1999
Tanzania	Strategy for Urgent Actions on Land Degradation and Water Catchments	2006
Tanzania	Agricultural and livestock Policy of 1997 and Agricultural Sector Development Strategy	2001
Tanzania	National Water Policy	2002
Tanzania	Land Policy of 1997, Land Act No. 4 of 1999, Village Land Act No. 5 of 1999, Urban Planning Act No. 8 of 2007 and National Land Use Planning Act No. 6 of 2007	
Zanzibar	National Land Use Policy and Plan	2012
Zanzibar	National Forest Policy	1995
POPs		
Tanzania	Pesticides Control Regulations Act	1984
Tanzania	Plant Protection Act (PPA)	1997
Tanzania	Industrial and Consumer Chemicals (Management and Control) Act	2003

TABLE 3.4 International Conventions, Treaties, and Agreements Ratified by Tanzania

Convention, treaty, or agreement	Year adopted/ signed	Year ratified/ acceded
Biodiversity		
African-Eurasian Migratory Water-bird Agreement	1995	1999
The International Treaty on Plant Genetic Resources for Food and Agriculture		2004
Convention on International Trade in Endangered Species of Wild Fauna and Flora		1979
Lusaka Agreement on Illegal Trade in Wild Fauna and Flora	1994	1994
United Nations Convention on Biological Diversity (CBD)	1992	1996
Preservation of Fauna and Flora in their Natural State	1992	1993
Ramsar Convention on Wetlands	1971	2000
Bonn Convention on Migratory Wild Animal Species		1999
Cartagena Protocol on Biosafety to the Convention on Biological Diversity		2003
Convention on Sustainable Management of Lake Tanganyika	1979	2004
Convention Concerning the Protection of the World's Cultural Heritage	1972	1987
Climate change and energy		
United Nations Framework Convention on Climate Change (UNFCCC)	1992	1996
Kyoto Protocol to the UNFCCC	1997	2002
Vienna Convention for Protection of the Ozone Layer		1993
Montreal Protocol on Substances that Deplete the Ozone Layer		1993
Rotterdam Convention of Prior Informed Consent Chemicals	1998	2002
International waters		
United Nations Convention on the Law of the Sea	1982	1985
Sustainable Management of the Law of the Sea	1982	1985
Southern African Development Community Protocol on Fisheries	2001	2003
International Convention for the Prevention of Pollution from Ships (MARPOL)	1973	1973
Convention on prevention of marine pollution by dumping of wastes and other matters		1972
Convention on the conservation of migratory species of wild animals		
Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region (the Nairobi Convention)	1985	1996
Land degradation		
United Nations Convention to Combat Desertification (UNCCD)	1997	1997
POPs		
Basel Convention on the Control of Transboundary Movement of Hazardous Wastes and their Disposal	1989	1993
Stockholm Convention on Persistent Organic Pollutants		2002
Bamako Convention on the Ban of the Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes within Africa	1991	1993
Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade		1998

SOURCES: URT 2012b; convention websites; and CBD Agenda 21 website (<http://www.un.org/esa/agenda21/natlinfo/countr/tanzania/natur.htm>), accessed April 2013.

FIGURE 3.1 Years of Entry into Force of Policy Documents, Regulation, Treaties, and GEF Projects



NOTE: ▲ = global convention; ■ = national report to convention; ■ = national policy, legislation, or regulation; ■ = GEF project ID, focal area, title, duration; → = influence of national policies and legislation; → = influence of international conventions.

INTERNATIONAL WATERS

The United Nations Convention on the Law of the Sea was ratified by Tanzania in 1985. Other conventions or treaties to which it is a party that are relevant to oceans and coastal area management in Tanzania include the Convention on the Continental Shelf (adopted in 1958); the Convention on the High Seas (adopted in 1958); the International Convention for the Protection of Pollution from Ships (adopted in 1973); and the International Convention on Oil Pollution Preparedness, Response and Cooperation (adopted in 1990). As noted previously, Tanzania adopted the Nairobi Convention in 1985 and acceded to it in 1996.

The laws and policies in mainland Tanzania and Zanzibar relevant to coastal and marine resources are relatively comprehensive. However, their implementation has been rather uncoordinated, and efforts have been focused on harmonizing legal instruments. The Deep Sea Fishing Authority Act No. 1 of 1998 and its 2007 amendments provided for the establishment of the Deep Sea Fishing Authority which regulates, monitors, and promotes fishing in Tanzania's exclusive economic zone. The authority was established under the GEF-funded MACEMP and will contribute to long-term sustainable use and management of zone resources. The MACEMP has also facilitated the country in initiating the process of preparing the Trans-frontier Marine Protected Area network.

The GEF funded the regional Western Indian Ocean Marine Highway Development and Coastal and Marine Contamination Prevention Project (GEF ID 2098) to help protect the region's coastal and marine environments and rich biodiversity from damage due to accidental spills and illegal discharges from ships and from illegal exploitation of marine and coastal resources. A key project objective was to assist countries in undertaking the technical work needed to ratify conventions and to translate their provisions into national laws and regulations.

LAND DEGRADATION

Tanzania is one of 195 parties to the UNCCD, which it signed in 1997. The convention was developed in 1994, shortly after the Rio Earth Summit in 1992, and provides a framework to combat desertification. In Tanzania, drylands are estimated to cover around two-thirds of the mainland area.

Under the UNCCD and with support from the GEF, Tanzania developed a NAP to combat desertification in 1999. However, it appears that only a few of the activities identified under this NAP have been supported and implemented. In 2006, the government developed the Strategy for Urgent Actions on Land Degradation and Water Catchments. The strategy identified immediate, short-term, medium-term, and long-term actions to reduce and control the adverse impacts of land degradation. The actions in the strategy were designed to be implemented in parallel with the NAPA. This strategy on land degradation is complemented by other sector strategies such as the Agricultural and Livestock Policy of 1997 and the Agricultural Sector Development Strategy of 2001, both of which emphasize sustainable land use practices.

Looking forward, the GEF is providing support to integrate Tanzania's obligations under the UNCCD into its national development and sectoral planning frameworks and to align its NAP with the UNCCD 10-Year Strategy and UNCCD reporting and review process.

PERSISTENT ORGANIC POLLUTANTS

Tanzania signed the Stockholm Convention on POPs in 2001 and ratified it in 2004. In response to the requirements of the convention, Tanzania prepared its NIP in 2005, which has provided the basis for monitoring progress in addressing the problem of POPs as well as an opportunity for creating awareness and participation among various

stakeholders. The NIP sets out the country's major commitments and actions to be undertaken for management and control of POPs for a duration of 15 years commencing in 2006.

The GEF supported enabling activities for the development of the NIP between 2002 and 2007. Further GEF-funded enabling activities were approved in 2012 and will support the review and update of the NIP.

The country is also a signatory to the Bamako and Basel Conventions on the control and management of transboundary movement of hazardous wastes. In 2003, Tanzania passed the Industrial and Consumer Chemicals (Management and Control) Act which provides for the management and control of the production, importation, transport, export, storage, and disposal of industrial and consumer chemicals. It also establishes a board that is responsible for the management and control of all chemicals in Tanzania and removes POPs from the register of legal pesticides.

3.4 General Description of the GEF

The GEF provides funding to achieve global environmental benefits in biodiversity, climate change, international waters, depletion of the ozone layer, land degradation, and POPs, according to the respective international agreement.

GEF activities are carried out through 10 Agencies: UNDP, UNEP, the World Bank, the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the Inter-American Development Bank, and UNIDO. GEF

Agencies have direct access to funding through a memorandum of understanding with the GEF.

GEF support modalities include the following:

- **FSPs**, which have funding of more than \$2 million
- **MSPs**, which now have funding of \$2 million or less, raised from earlier limits of \$0.5 million and later \$1 million
- **Enabling activities**, which are intended to help countries meet their obligations under the various conventions for which the GEF serves as a financial mechanism; these provide support for developing environmental policies, strategies, and action plans and for formulating NCSAs
- **Project preparation grants** (PPGs)—formerly known as project development facility (PDF) grants—which provide funding for the preparation and development of projects
- **Small grants**, which have funding of less than \$50,000 and are directed to NGOs and local organizations; small GEF grants are structured into the SGP administered by UNDP

The GEF officially began with a two-year pilot phase from 1992 to 1994. This was followed by three regular four-year replenishment periods: GEF-1 (1995–98), GEF-2 (1999–2002), GEF-3 (2003–06), and GEF-4 (2006–10). In July 2010, GEF-5 was initiated; it continues through June 2014. Until and including GEF-3, there were no country allocations, and eligible GEF member countries submitted their requests to the various windows through the different GEF Agencies on a demand basis.

4. The GEF Portfolio in Tanzania

This chapter presents an overview of GEF support to Tanzania in terms of financial resources and number of projects, by project modality, focal area, GEF Agency and/or national executing agency, and phase.

4.1 Defining the Portfolio

The evaluation estimates that, as of the end of fiscal year 2013, Tanzania had received about \$78.9 million for 28 national projects and about \$7.73 million for the national component of the SGP. GEF Agency fees are not included in these figures.

Since it commenced supporting the country in 1992, the GEF has made significant investments toward the sustainability of Tanzania's environmental management. In GEF-5, Tanzania received a STAR allocation of \$27.43 million: \$13.95 million for biodiversity, \$7.86 million for climate change, and \$5.61 million for land degradation. This allocation is higher than that for other East African countries such as Kenya (\$18.21 million) and Uganda (\$10.69 million). It is also more than

Tanzania's GEF-4 allocation of \$13.25 million for biodiversity and \$5.35 million for climate change.

4.2 Activities in the Portfolio

Since 1992, 28 national projects have been supported through the GEF national portfolio. Of these, 14 projects have been completed (3 FSPs, 5 MSPs, and 6 enabling activities), 9 are under implementation (8 FSPs and 1 MSP), and 5 have been approved by the GEF Council (4 FSPs and 1 enabling activity; another FSP is pending approval). The breakdown of GEF support to these projects by modality is shown in table 4.1. The Tanzania portfolio includes 39 regional projects supported by the GEF and 14 global projects.

The GEF investment in the national portfolio by focal area is as follows:

- **Biodiversity:** 12 projects totaling \$36.3 million, or 46 percent of total GEF funding
- **Climate change:** 10 projects totaling \$26.3 million, or 33 percent of GEF funding

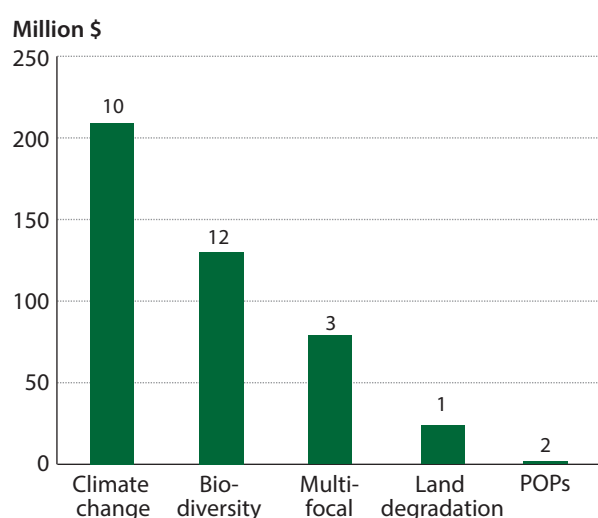
TABLE 4.1 GEF Support to Tanzania, by Modality

Modality	National		Regional		Global	
	Number of projects	GEF grant (million \$)	Number of projects	GEF grant (million \$)	Number of projects	GEF grant (million \$)
Enabling activity	7	1.5	0	0.0	2	6.7
FSP	15	72.5	31	433.7	10	151.7
MSP	6	4.8	8	7.4	2	1.7
Total	28	78.9	39	441.2	14	160.1

- **Land degradation:** 1 project for \$2.6 million, or 3 percent of GEF funding
- **POPs:** 2 projects for \$0.7 million, or 1 percent of GEF funding
- **Multifocal:** 3 projects totaling \$12.9 million, or 16 percent of GEF funding

The overall GEF contribution has been \$78.9 million, which constitutes 17.7 percent of intended overall funding, including committed cofinancing. In terms of overall financial investment for national projects (GEF funding plus committed cofinancing), climate change projects have received the most funding (\$209.6 million), followed by biodiversity projects (\$130.8 million), multifocal area projects (\$79.5 million), land degradation projects (\$24.3 million), and POPs projects (\$0.9 million) (figure 4.1). Note that although there are more projects in the biodiversity focal area than in climate change, overall expenditure on the latter has been far higher. Two major cofinancing allocations account for this disparity: (1) cofinancing from the World Bank for the Tanzania Energy Development and Access Project

FIGURE 4.1 Total Funding (GEF and Cofinancing) for National Projects, by Focal Area



NOTE: Numbers above bars indicate number of projects.

(GEF ID 2903),¹ and (2) a large allocation from the Least Developed Countries Fund (LDCF) for the UNEP-implemented Developing Core Capacity to Address Adaptation to Climate Change in Productive Coastal Zones project (GEF ID 4141).

4.3 Evolution of GEF Support by Focal Area and Agency

As shown in table 4.2 and figure 4.2, GEF-funded projects have been implemented in Tanzania by several Agencies. UNDP has implemented the most projects (13); UNEP, has implemented 5 projects, and UNIDO and the World Bank have each implemented 4 projects. The World Bank additionally has jointly implemented two projects, one with UNDP and one with IFC. Most of the reported cofinancing allocations are from the GEF Agencies: \$159.1 million from the World Bank (43 percent), \$102.1 million from UNDP (28 percent), \$68.5 million from UNEP (19 percent), and \$36.4 million from UNIDO (10 percent).

Figure 4.3 summarizes the financing provided by both GEF grants and cofinancing arrangements for projects in Tanzania's GEF portfolio. It highlights biodiversity and climate change as the two main focal areas for funding, with \$130.5 million and \$209.6 million in total financing, respectively. It is worth noting that, while GEF funding for climate change is 27 percent less than for biodiversity, cofinancing is 94 percent higher for this focal area—possibly indicating differing priorities between the GEF and other funders. The figure also shows that the GEF has provided relatively small amounts of funding to the land degradation and POPs focal areas. In terms of cofinancing provided by the Agencies, the World Bank and UNDP, as noted above, have provided the largest overall shares. However,

¹In 2011, the World Bank approved an International Development Association (IDA) credit of \$27.88 million to support this project; this funding was in addition to the original IDA credit of \$105 million and the GEF grant of \$6.5 million.

TABLE 4.2 Support to Tanzania National Projects by Focal Area and GEF Agency

Focal area	Agency	GEF funding (\$)	Cofinancing (\$)	Total (\$)	Number of projects
Biodiversity	UNDP	16,222,874	40,583,017	56,805,891	7
	UNEP	777,300	614,300	1,391,600	1
	World Bank	6,860,554	19,556,000	26,416,554	2
	World Bank–IFC	450,000	410,000	860,000	1
	World Bank–UNDP	12,000,000	33,300,000	45,300,000	1
	Subtotal	36,310,728	94,463,317	130,774,045	12
Climate change	UNDP	7,250,000	26,098,946	33,348,946	3
	UNEP	3,910,300	67,878,498	71,788,798	4
	UNIDO	8,627,000	36,233,500	44,860,500	2
	World Bank	6,500,000	53,100,000	59,600,000	1
	Subtotal	26,287,300	183,310,944	209,598,244	10
Land degradation	UNDP	2,630,000	21,646,000	24,276,000	1
	Subtotal	2,630,000	21,646,000	24,276,000	1
POPs	UNIDO	708,000	210,000	918,000	2
	Subtotal	708,000	210,000	918,000	2
Multifocal area	UNDP	2,945,000	13,786,266	16,731,266	2
	World Bank	10,000,000	52,750,000	62,750,000	1
	Subtotal	12,945,000	66,536,266	79,481,266	3
Total		78,881,028	366,166,527	445,047,555	28

FIGURE 4.2 GEF Funding and Cofinancing to National Projects by GEF Agency and Phase

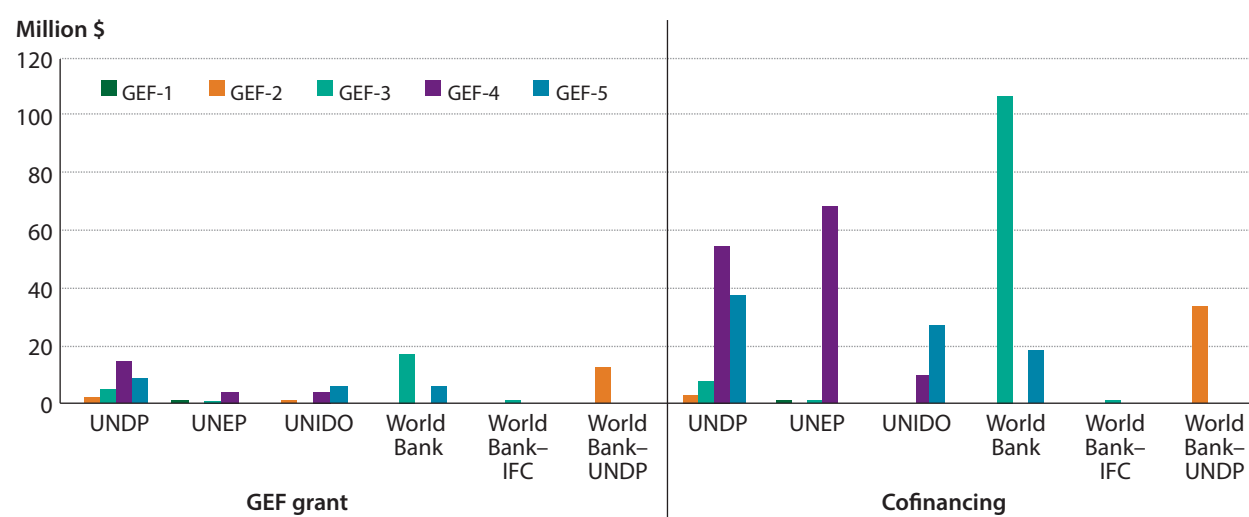
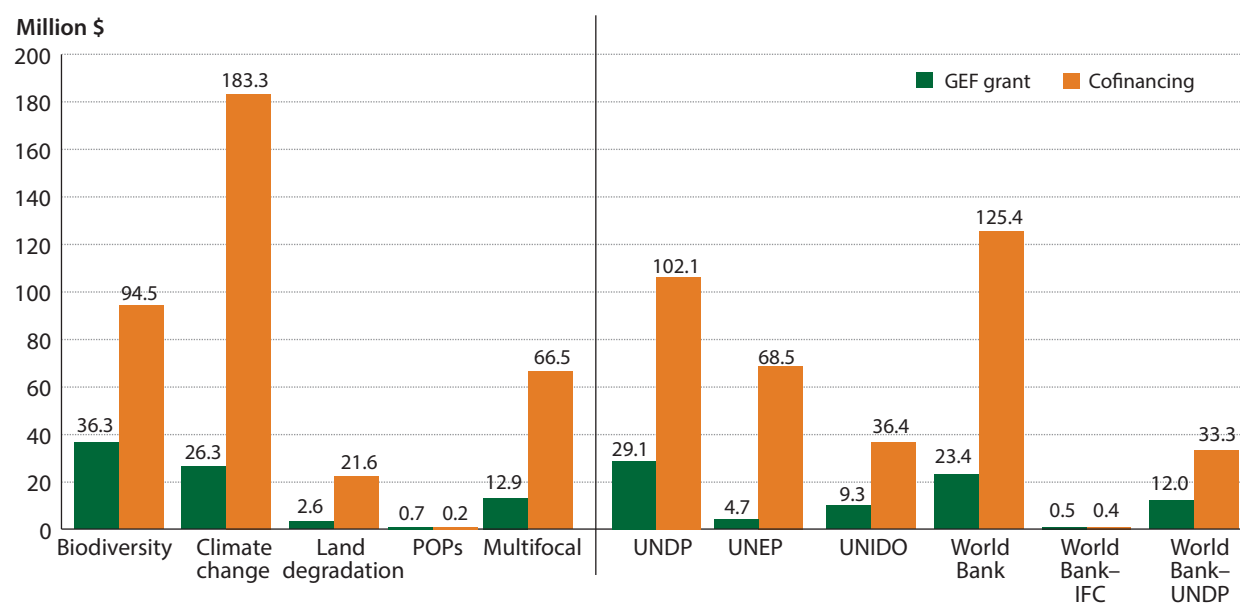


FIGURE 4.3 GEF Funding and Cofinancing to National Projects by Focal Area and GEF Agency



UNEP has the highest ratio of cofinancing: 14.6. In comparison, UNDP's ratio is 3.5.

Figure 4.4 provides an overview of project implementation by the various GEF Agencies in each focal area. UNDP implements the largest

number of biodiversity projects. For climate change, the main Agencies are—by number of projects—UNEP, closely followed by UNDP and UNIDO. Figure 4.5 shows project status by focal area.

FIGURE 4.4 National Project Implementation by Agency and Focal Area

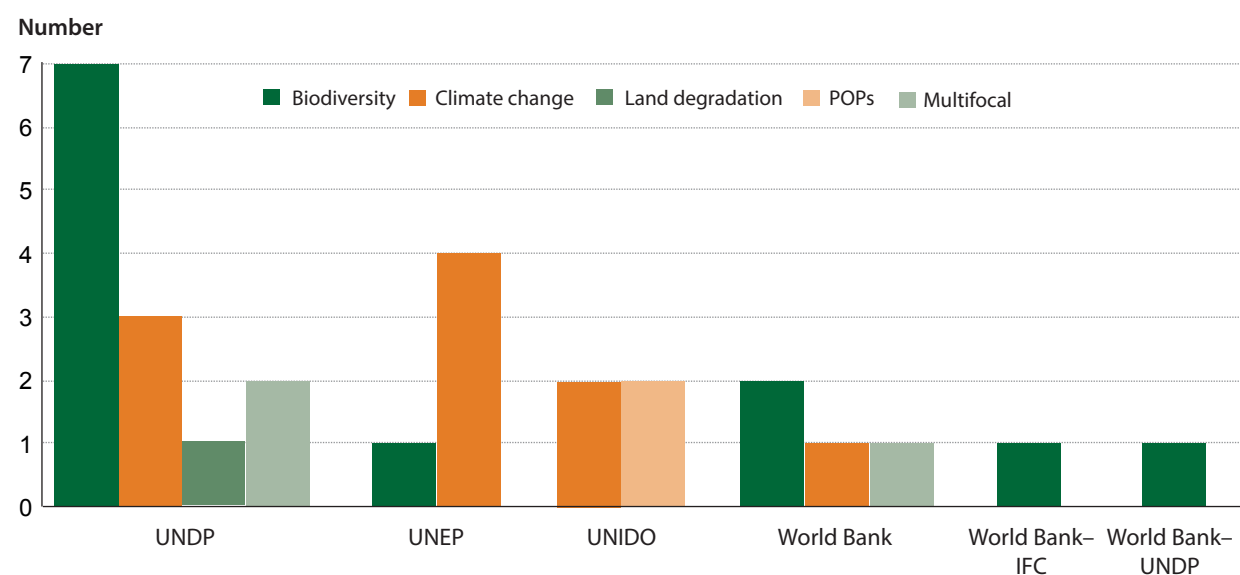
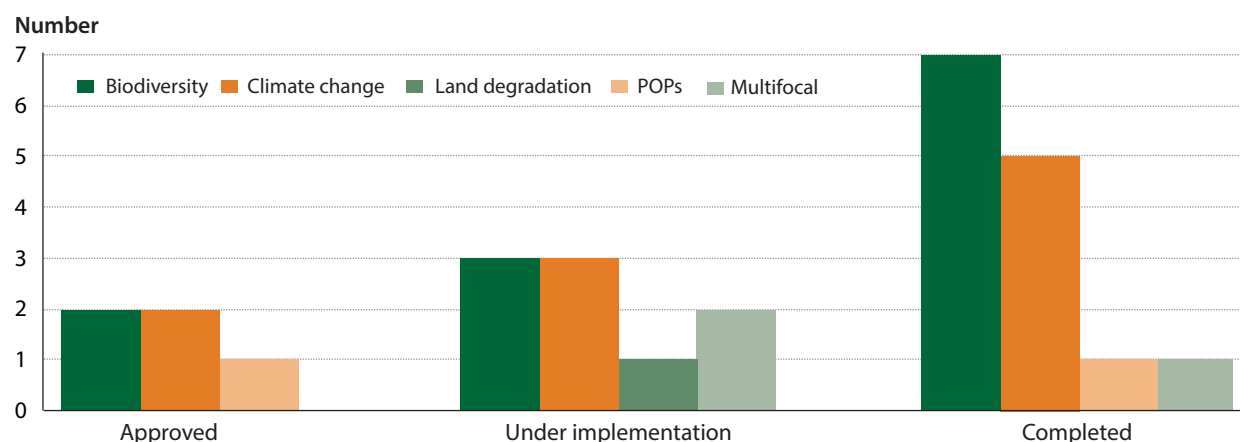


FIGURE 4.5 Implementation Status of National Projects by Focal Area



4.4 Regional and Global Portfolio

Tanzania has been a participant in several GEF regional and global projects. The distribution of the regional portfolio by focal area is shown in figure 4.6 and is as follows: international waters, 16 projects; climate change, 8 projects; biodiversity, 6 projects; POPs, 5 projects; land degradation, 3 projects; and multifocal, 4 projects.

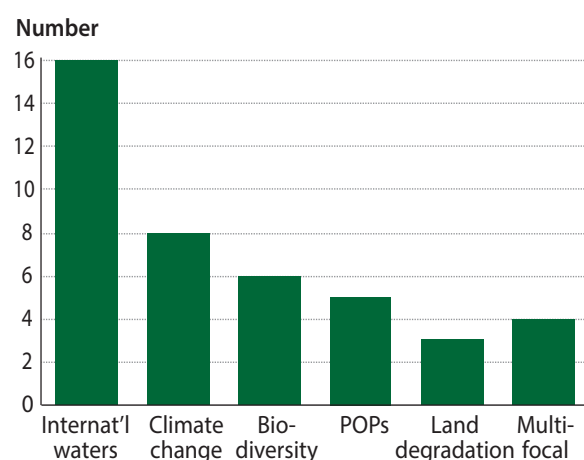
The total reported investment in regional projects, including cofinancing, was \$2.66 billion; with GEF funding being \$441.2 million, or 16.6 percent of total. Overall funding distribution,

including cofinancing, of regional projects by focal area was as follows: 43 percent of funding for land degradation (\$1.13 billion), 25 percent for international waters (\$678.5 million), 13 percent for climate change (\$355.5 million), 9 percent for POPs (\$235.2 million), 8 percent for multifocal area projects (\$205.1 million), and 2 percent for biodiversity (\$54.8 million). GEF projects implemented by the World Bank usually present a share of a World Bank loan as cofinancing, so this Agency emerges as the dominant cofinancer.

The largest share of GEF-only funds for regional projects is for the international waters focal area—35 percent (\$152.6 million); 30 percent went to land degradation projects (\$130.3 million), 12 percent to POPs projects (\$50.9 million), 9 percent to climate change projects (\$41.6 million), 8 percent to biodiversity projects (\$34.8 million), and 7 percent to multifocal area projects.

For regional projects, it is often impossible to determine how much funding benefited any individual country. While a country may participate substantially in some projects (e.g., where it has a pilot project or operational project office), it may be only slightly involved in others. The figures for regional projects therefore only show that a country has had some level of participation in a range of more or less major international projects.

FIGURE 4.6 Number of regional projects by Focal Area



Tanzania also participated in several GEF global projects. The figures available for these projects are even more loosely related to actual support received by the country than those for regional projects. With this caveat in mind, an overview of total GEF support from which Tanzania benefited (to varying degrees) is presented in table 4.3.

4.5 Small Grants Programme

The GEF SGP was launched globally in 1992 to complement other GEF grants by providing support to NGOs and CBOs in developing countries. It is executed by UNDP on behalf of the GEF. The SGP in Tanzania has been working directly with communities through provision of small grants of \$50,000 or less to NGOs and CBOs for projects they have designed and developed themselves.

Since 2006, the GEF SGP in Tanzania has received financial support totaling about \$7.73 million, covering the biodiversity, climate change, land degradation, and multifocal areas. It leveraged an intended \$2.25 million in cash cofinancing and \$1.94 million in in-kind resources for 279 projects executed by civil society and CBOs.²

² There are small differences between the SGP figures provided on the GEF website and those on the UNDP Tanzania website. This report uses the more up-to-date figures supplied by UNDP Tanzania.

The focal area receiving the greatest amount of SGP support has been biodiversity, which accounts for 39 percent of GEF SGP funds for 109 activities (figure 4.7). Climate change mitigation receives the next largest share of support: 26 percent of GEF funding for 74 projects. Land degradation accounts for about 23 percent of funds for 66 projects; international waters projects have received 10 percent of GEF SGP funds for 28 projects; the remaining 2 percent of funds has gone to support chemicals and adaptation projects.

FIGURE 4.7 Distribution of Tanzania SGP Funding by Focal Area

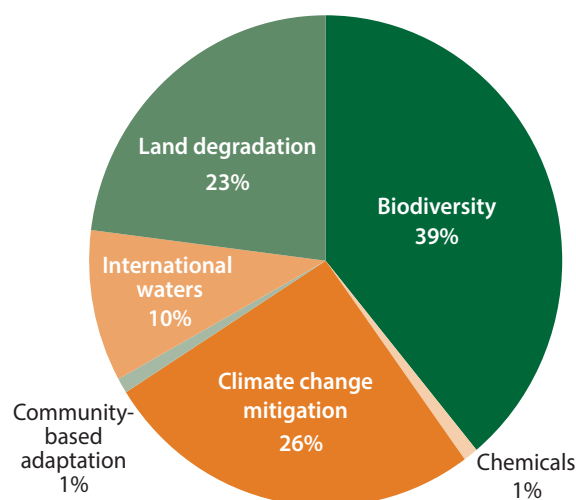


TABLE 4.3 Distribution of GEF Support to Tanzania National and Regional Projects, by GEF Phase and Implementation Status

GEF phase	National projects								Regional and global projects							
	Completed		Ongoing		In pipeline		Total		Completed		Ongoing		In pipeline		Total	
	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$	No.	Mil. \$
Pilot	0	0	0	0	0	0	0	0	4	26.7	0	0	0	0	4	26.7
GEF-1	1	0.2	0	0	0	0	1	0.2	4	58.1	0	0	0	0	4	58.1
GEF-2	5	14.7	0	0	0	0	5	14.7	2	17.6	0	0	1	6.8	3	24.4
GEF-3	8	6.0	3	17.3	0	0	11	23.3	8	25.7	7	59.6	4	40.7	19	126
GEF-4	0	0	6	20.9	0	0	6	20.9	2	20.3	4	15.4	5	175.9	11	211.6
GEF-5	0	0	0	0	5	19.6	5	19.6	0	0	0	0	12	154.1	12	154.1
Total	14	20.9	9	38.2	5	19.6	28	78.7	20	148.4	11	75.0	22	377.5	53	600.9

5. Results from GEF-Supported Activities

This chapter examines key questions on the results of GEF support to Tanzania in terms of effectiveness, results, and sustainability. Evidence on progress toward impact of GEF support comes from the ROtI studies conducted on three projects in the Tanzania portfolio. Information on results achieved on other completed FSPs, MSPs, and enabling activities comes from triangulation of data from various sources, including desk reviews, interviews, and field visits. These assessments were completed where possible by meta-evaluation analysis of existing evaluative evidence and reports.

For the ongoing activities, the evaluation assessed the likelihood for achievement of results based on review of project documents and informed comments offered by key stakeholders regarding ongoing processes and activities.

The analysis does not attempt to directly attribute results to GEF activities. Rather, it assesses the contribution of GEF projects—along with other factors—to the achievement of expected results.

5.1 Global Environmental Benefits

The evaluation has verified that many project outcomes are in line with global environmental benefits across GEF focal areas. Some specific examples of benefits and projects include the following:

- Conservation of globally significant biodiversity to increase carbon dioxide sink potential (Strengthening the Protected Area Network in Southern Tanzania: Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity [GEF ID 3965]; Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania [GEF ID 5034]; NCSA support project; National Biosafety Framework implementation project; Jozani Chwaka Bay National Park project)
- Mitigation of GHG emissions by reducing carbon dioxide emissions (Mini-Grids Based on Small Hydropower Sources to Augment Rural Electrification [GEF ID 4004]; rural PV market project; Tanzania Energy Development and Access Project)
- Increased use of renewable energy and decreased use of fossil energy resources (mini-grid project; rural PV market project; Tanzania Energy Development and Access Project)
- Sustainable use of components of globally significant biodiversity (Novel Forms of Livestock & Wildlife Integration Adjacent to Protected Areas in Africa [GEF ID 2151]; SFM [Sustainable Forest Management] Extending the Coastal Forests Protected Area Subsystem [GEF ID 3428]; Jozani Chwaka Bay National Park project)
- Multistate cooperation to reduce threats to international waters (LVEMP)
- Restoration of endangered Kihansi toads (Kihansi catchment project)

- Reduced pollution load in international waters from nutrient enrichment and other land-based stresses (LVEMP)
- Restored and sustained freshwater, coastal, and marine ecosystem goods and services (MACEMP; Mnazi Bay Marine Park project)

Field visits verified specific results relevant to global environmental benefits. For example, in the last five years, conservation efforts in Zanzibar's Jozani Chwaka Bay National Park have led to a significant increase in the population of red colobus monkeys—to such an extent that they are negatively affecting the park flora, reducing the population of the trees on which they feed. At the Eastern Arc Nature Reserve, conservation efforts have led to the return—in increasing numbers—of bird species endemic to that region. A similar trend was observed in the number of monkey species endemic to the Kilombero Reserve.

These achievements reflecting the GEF contribution to global environmental benefits were further verified through discussions with a broad range of stakeholders representing the governments of Tanzania and Zanzibar, local and international NGOs, civil society organizations, and local authorities where GEF projects are located. However, the GEF's ability to generate support for environmental management through income-generating activities has faced challenges, as illustrated by the MACEMP case highlighted in box 5.1.

5.2 Catalytic and Replication Effects

The GEF Independent Evaluation Office distinguishes between the following means of enhancing the results from projects:

- **Mainstreaming.** Information, lessons, or specific results of the GEF are incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations, and programs.

BOX 5.1 Some Challenges and Barriers to MACEMP Project Implementation

Respondents contacted during site visits to the MACEMP reported several challenges faced during project implementation:

- Insufficient funds to cover income-generating activities in all community groups formed (e.g., in the Lindi municipality, 96 community groups were formed, but only 21 succeeded in obtaining MACEMP support)
- Inadequate funds for supervision and monitoring of activities under implementation
- Group members' lack of control over the equipment facilitated/provided by the MACEMP to community groups (e.g., fishing gear and boats)
- Enrollment of people in project from outside the target groups (e.g., some fishing groups included nonfishing individuals; these latter sold fishing gear, which resulted in failure or poor performance of project activities)
- Inadequate funds to cover transport, food, and beverage costs for community capacity-building training sessions, resulting in poor attendance
- Failure of some individuals to work together as a group due to misunderstandings and inappropriate individual behavior

- **Replication.** GEF-supported initiatives are reproduced or adopted at a comparable administrative or ecological scale, often in another geographical area or region.
- **Scale-up.** GEF-supported initiatives are implemented at a larger geographical scale, often expanded to include new aspects or concerns that may be political, administrative, or ecological in nature.
- **Market change.** GEF-supported initiatives catalyze market transformation by influencing the supply of and/or demand for goods and services that contribute to global environmental benefits.

In Tanzania, GEF activities have contributed to enhanced results through all four mechanisms. Notably, **mainstreaming** has been accomplished through assistance with national communications, reports, plans, and programs associated with global conventions; development of a cadre of trained professionals in environmental fields; successful lobbying for fiscal incentives for solar PV technology; and support for the creation of environmental management institutions in the region, such as the Lake Victoria Basin Commission and the Deep Sea Fishing Authority.

Replication has occurred for several projects, with varying degrees of success. Some aspects of the rural PV market project—such as installation of solar PV systems in schools and dispensaries surrounding the Jozani Chwaka Bay National Park—were replicated in subsequent SGP projects. The overall project approach was replicated in three other regions (Kagera, Mara, and Shinyanga).

Replication of specific GEF project activities elsewhere in Tanzania has also occurred. For example, the Jozani Chwaka project created service and credit programs which were later replicated within the entire region of Unguja. While other projects have been less successful in replicating their activities outside the original project area, many have enhanced project effects through capacity building and skills and knowledge generation; this was the case for the Mnazi Bay Marine Park project and the Selous-Niassa Wildlife Corridor project.

A number of GEF projects have been **scaled up**. For example, the Jozani Chwaka project developed a program to enable sustainable increases in income in communities around the forest reserve. This initiative has been considerably expanded from its original core since project completion, with local records showing the number of savings and credit groups rising from 47 in 2004 to 736 in 2013. Similarly, the endowment fund created under the Eastern Arc Mountains conservation project supported activities in four sites in 2009, but was

reaching nine sites within the existing project area by 2013. According to the fund's website, it had received donations of more than \$12 million by the end of 2012. As a result of the forest strategy developed by the project, the Tanzanian government elevated several areas to the status of forest nature reserves. These areas included Kilombero (over 100,000 ha), Uluguru (over 20,000 ha), and Nilo (over 6,000 ha). After these reserves were gazetted by the government of Tanzania, the government of Germany, in collaboration with UNDP, provided over €2 million to enhance their conservation capacities. Within a number of project-supported areas, results were achieved at a higher scale than planned. For example, an agriculture and agro-forestry improvement program in Uluguru originally targeted 600 households; by 2008, nearly 1,400 households had adopted the new practices.

Another example of scaling-up benefits initially developed in one project area is the rural PV market project, which originally aimed to upgrade the skills levels of technicians in Mwanza. However, many of its trainees later moved on to establish enterprises in other regions such as Dar es Salaam, Kagera, Mara, and Shinyanga. This eventuality can be seen as both scaling-up the results of project activities and as a form of mainstreaming through enhancing the technically specialized human resource base in the country. Moreover, it is an example of spontaneous development efforts of individuals originally benefiting from project training.

The GEF contribution to **catalyzing market change** has also been significant. The efforts of the same PV project promoted a reduction in tariffs on solar panels (which can be seen as mainstreaming); this had an effect on reducing market barriers to PV projects, particularly in rural areas. Other projects contributing to market change were the SGP's Butterfly Farming around Amani Nature Reserves project, which provided training in marketing as well as in technical aspects and opened up markets in Europe and the United States; and the LVEMP,

which established a fisheries laboratory which has since been certified by the European Union, thereby enabling the country to export fish to that important market.

5.3 Institutional Sustainability and Capacity Building

The GEF has supported many measures intended to facilitate sustainability of environmental results. Specific measures taken to provide a basis for sustainability include capacity and institutional development and the development and implementation of environmental management systems. For example, the early Mnazi Bay marine park project helped develop the Mnazi Bay Ruvuma Estuaries Management Plan, which was supported by village environmental management plans. These plans contributed to the protection of ecologically important habitats and of rare and endangered species.

Similarly, institutional development of the Jozani Chwaka Forest Reserve enabled it to be upgraded to national park status; a management plan for this was developed in collaboration with the relevant government department and local communities and is still in use. Among local communities, the program to develop sustainable increases in income in order to reduce reliance on forest resources has been maintained and expanded since project completion. For example, as noted earlier, the number of savings and credit groups is reported to have grown from 47 in 2004 to 736 in 2013; this in turn has reportedly stimulated income-generating activities, as well as improved food security and access to basic health and education.

Measures facilitating institutional sustainability of the Eastern Arc Mountains conservation project included upgrading some important areas to forest nature reserve status and creating an endowment fund to support conservation activities and attract new funds to support

the continuation of project goals. A World Bank (2010a) review of the project cast some doubts concerning the possibility of its sustaining the gains it had made, citing its “failure to ensure the development and implementation of an effective fundraising strategy to secure necessary financing to implement its long-term strategies” and according it an overall global environmental objective rating of moderately satisfactory. However, evidence collected by the CPE team suggests that the sustainability of benefit flows has been better than the World Bank review anticipated. Up to 2009, the fund had supported activities in four sites; by fiscal year 2012/13, this figure had risen to nine. Moreover, stakeholder interviews indicate that the fund’s reputation enabled UNDP to collaborate with the government of Germany, which has provided funding to enhance reserve conservation efforts since project closure. This positive assessment is in line with recent evidence provided by the fund (box 5.2).

Another approach to institutional sustainability has been through linking local community benefits to improved environmental management. Several GEF-supported activities have generated improved environmental conservation (contributing toward global environmental benefits) by fostering sustainable livelihood and development approaches into GEF projects in different ways and at different levels. These efforts have included creating new jobs (e.g., in the tourism industry in Jozani Chwaka), promoting income-generating activities through skills development (e.g., technical and marketing skills in solar PV equipment in the rural PV market project), improving livelihoods through the promotion of sustainable consumption of resources (including by reducing stress on forests and protected area species conservation; and reducing destructive livelihoods such as illegal hunting, fishing, and tree felling), and improving existing livelihoods through such practices as improved terraced agriculture to reduce land degradation (e.g., in the Mnazi Bay, Jozani Chwaka

BOX 5.2 Eastern Arc Mountains Conservation Endowment Fund

“EAMCEF [the Eastern Arc Mountains Conservation Endowment Fund] was officially registered in Tanzania on 6th June 2001, under the Trustees’ Incorporation Act Cap. 318 R. E. 2002 of the Laws of Tanzania. It was originally conceived as a joint initiative of the government of the United Republic of Tanzania, the Board of Trustees (BOT), the World Bank and the GEF. The Trust Fund operates as a Not-for-Profit Non-governmental Organization (NGO). Initially, EAMCEF operated as a component of the World Bank financed project (TFCMP) under the Ministry of Natural Resources and Tourism (whereby a total of \$2.4 Mil. credit facility was used to finance activities and operations of its 7 years first phase (2002–2009), the establishment phase. Funding of the second phase (the permanent phase) was initially planned to come mainly from incomes generated from the investment of the endowment capital secured from the GEF commitment of \$7.0 mil. as well as additional resources acquired from other sources through fundraising activities. The Goal of the Project is: ‘Through improved operations of EAMCEF achieve enhanced conservation of the forests within the Eastern Arc Mountains in Tanzania’ and the Purpose is ‘Allow existing \$7.5 million endowment to grow through funding EAMCEF operations in the office and in the field for 5 years, permitting EAMCEF to function as a long term funding mechanism for conservation of the Eastern Arc Mountains’. Throughout its existence, EAMCEF has obtained funding from numerous sources, including World Bank, Ministry of Natural Resources and Tourism, Tanzania Forest Conservation and Management Project, GEF, European Community and Royal Norwegian government. Other partners include CEPF, WWF and UNDP.”

SOURCE: EAMCEF website: <http://www.upeo.omis.co.tz>; accessed December 2012.

National Park, and Eastern Arc Mountain Forests projects). The LVEMP provides a successful example of such support (box 5.3).

In the Uluguru component of the Eastern Arc Mountains conservation strategy, training and

BOX 5.3 Soil Conservation and Water Harvesting in Shigala Village

The Shigala Village Soil Conservation CBO works in conjunction with the LVEMP. Its 19 members make contours/tie ridges and terraces to prevent soil erosion; this enables them to harvest water in between tie ridges and thus prevent land degradation. Where stream water is available, the community builds ridges of cement to check water speed. Through these efforts, the land has become very fertile, prompting the CBO to plant trees and cultivate food crops such as maize, cassava, and sweet potato.

The CBO benefits from the LVEMP in that it earns good income through yields from farming activities. The group now yields about 15 bags of maize per ha, compared to the 4–5 bags yielded before controlling soil erosion and harvesting water. Cassava and sweet potato yields have increased to about 10 bags per ha. The group has been able to sell these crops and improve member income. Consequently, members have been able to reduce poverty and are constructing houses, eating well, and paying for their own medical treatment.

The training the CBO received has helped members acquire knowledge of soil conservation and water harvesting, which has helped them improve their farming and increase their per-ha yield. The CBO has also acquired capacity by procuring plow equipment and bulls to plow their fields. Moreover, the CBO has been tapped by adjacent villages to teach them soil erosion control and water harvesting techniques; members are paid for this work. While some of the fees go to the village government, the group retains the balance, which is shared among the members. The CBO has thus been able to spread the knowledge generated by the project, and other villages have emulated Shigala’s success.

financial assistance enabled the development of effective livelihood improvement programs, the results of which have—according to stakeholder interviews—helped generate long-term support for environmental management.

As with the Eastern Arc Mountains project, doubts were expressed concerning some aspects of

the sustainability of the rural PV market project. According to the UNDP 2008 project implementation review:

The main concerns with regards to the replication/sustainability of project results and the long-term development of the sector concern the issues of quality assurance, affordability and market penetration and the establishment of financial mechanisms. There is no viable financing modality currently in place for the scheme (whether supply chain or end user based). The number of systems sold and customers is still very low compared to potential demand. As noted in the terminal report, the current PV market is very much focused on a small high-income category who affords to pay in cash up-front for the system with low-income consumers excluded from the market because of a lack of consumer financing schemes. The low-level of quality of many of the systems sold (leading to system failure and high maintenance costs) is also a risk for the sustainable development of the sector.

Many of the institutions, facilities, and activities established or strengthened under the LVEMP remain active. The Lake Victoria Fisheries Organization has become an East African Community institution responsible for coordinating fisheries research and development. The Fisheries Laboratory continues its research activities, focusing particularly on ensuring the quality of export fish. On the other hand, since the project closed, no new research has been undertaken to determine the numbers and prevalence of fish species in the lake. The wastewater treatment plant at Mwanza is still used to treat wastewater before it is released into the lake, and the water quality laboratory continues to measure the quality of lake water by taking daily samples. Since the LVEMP closed, there has been a resurgence of water hyacinth, which has been widely noted but not accurately measured. One reason for this, observed during CPE field visits, is that the 12 water hyacinth weevil-rearing centers

are no longer well used, leading to a drop-off in efforts to control the hyacinth.

Representatives from a number of national environmental institutions noted to the CPE team that, after 20 years of GEF support (which has included substantial institutional strengthening and capacity building), there is sufficient technical capacity for them to independently receive and utilize GEF funds. They believe that disbursement could now bypass the GEF Agencies and go directly to national executing agencies as a means of increasing country ownership. Evidence cited for this contention focuses on continuing progress made after completion of such GEF projects as the rural PV market project, the Jozani Chwaka Bay National Park project, and the Pangani River climate change mainstreaming project. Additional support for this view is found in the UNEP evaluation of the Enabling Activities for the Preparation of Initial Communication Related to the UNFCCC (GEF ID 182), which noted that the technical reports produced under the project were of good quality and had used no international support in their production. However, it also noted delays in their delivery, suggesting that further attention may be needed to project management skills in order to strengthen national capacity to deliver on time.

5.4 Results by Focal Area

Results have been delivered in all supported focal areas, as discussed below.

BIODIVERSITY

Results in the biodiversity area reported at the field level have included protection of habitats of ecological importance, of globally significant biodiversity, and of rare and endangered species (as noted, e.g., in the Mnazi Bay, Jozani Chwaka, Selous-Niassa, and Eastern Arc Mountains projects). Tracking and measurement of results in the GEF biodiversity portfolio have improved over time,

so that more specific details have become available. While some species-level data are recorded (e.g., the substantial increase in the numbers of red colobus monkeys under protection by the Jozani Chwaka project), various other means are now also used to verify results. For example, application of the GEF Management Effectiveness Tracking Tool has shown that the Eastern Arc Mountains project has generated improved biodiversity management—which has in turn led to specific reductions in threats (such as footpaths, pit sawing, and traps) and reduced rates of annual forest loss.

The one project that did not deliver as expected was the IFC-implemented Lalkisale Biodiversity Conservation Support Project. This project sought to establish an eco-lodge through collaboration with a local private sector company and the creation of a trust fund. The project's terminal evaluation suggests that the trust fund was not designed properly and that community capacity for follow-up was limited for continuation and registration of the trust fund when project funds were exhausted. The lodge, which was not part of the GEF project and was funded with separate IFC support, has now been built.

In terms of providing an enabling environment for biodiversity protection in Tanzania, the GEF is widely recognized as having made a vital and effective contribution. While little on this topic has been formally recorded, informed stakeholders noted that in the early years of its activities in Tanzania, the GEF supported fundamental processes such as the translation of key biodiversity documents into Kiswahili, training of government staff at all levels, and broad awareness raising among the public and special-interest groups, such as members of parliament. These measures enabled the country to begin to formulate its approaches toward biodiversity—a process to which the GEF later provided additional specific support that led to Tanzania's second national report to the CBD and which has provided a sound basis for the

preparation of national strategies, plans, and programs in the area.

CLIMATE CHANGE

The GEF has supported 10 projects in climate change mitigation and adaptation. As expected, the early portfolio supported the preparation of national communications to the UNFCCC and of an adaptation plan as well as capacity building. Subsequent projects began to lay the foundation for transforming markets for renewable energy in Tanzania. In this regard, the rural PV market project was seen to have significant potential in view of the extremely low level of electricity coverage in the country's rural areas. At the time of its commencement, the project was a pioneer for the technology but unfortunately had low recognition nationally in terms of immediate scale-up. The project catalyzed the sale of an additional 7,500 solar PV units in the Mwanza region, which was its primary focus. These units provided power for schools, clinics, and small businesses, as well as for a limited number of domestic users.

The project's contribution to the enabling environment for renewable energy in general and for solar PV technology in particular was visible only upon evaluation, and was deemed to be substantial. Over time, project stakeholders—particularly the Tanzanian Renewable Energy Association—lobbied the government to provide fiscal incentives for solar PV technology. These efforts eventually led to the decision to waive taxes and duties on this technology, thus removing a substantial barrier to wider adoption.

The project also helped promote national quality standards for PV technology, supported development of a vocational and technical training curriculum, and trained a substantial number of technicians in system installation and maintenance. Although there was no formal tracking of the technicians trained by the project, the evaluation was reliably informed that many of these individuals

have since established independent solar PV businesses, both in the Mwanza region and more widely in the country, leading the market for national solar technology to increase 15 times over.

The Tanzanian government continues to promote private sector, renewable energy approaches to rural electrification. Today, the once small Tanzanian solar market is growing exponentially, from a 100 kW peak in 2005 to over 5 MW in 2012. Still, capacity is small relative to the size of the country and the needs of the rural population.

The GEF minigrids project sought to augment rural electrification and thereby meet the country's rural electricity demands. As of this writing, the project has no demonstrated outcomes, as delays in procuring equipment affected project implementation. Nonetheless, the project's last implementation review indicated a satisfactory progress rating.

In recent years, the GEF has supported climate change adaptation through two projects: one (recently completed) that aimed to mainstream climate change into integrated water management in northern Tanzania's Pangani River, and one addressing adaptation in productive coastal zones. Although it is difficult to specify results in terms of increased ability to adapt to climate change, the Pangani River Basin project successfully supported the establishment of water user associations (with about 30 percent female membership). These associations have been trained to manage water resources to reduce the potential impacts of adverse climatic events. The project has also made a contribution to the enabling environment, as noted in box 5.4.

INTERNATIONAL WATERS

Tanzania has participated in a number of international waters projects, with varying degrees of engagement. The regional LVEMP has been included in this CPE, in view of the major activities supported in the country during and after its implementation. The main recorded field-level result of the project is reduction of the lake area

BOX 5.4 Mainstreaming Climate Change in Integrated Water Resources Management in Pangani River Basin

"The tools and understanding developed during the project speak directly to the requirements of the water policy and NEMA [National Environmental Management Act]. One scenario analyzed in this study prioritized the environment above other water-use sectors (agriculture and hydropower) by explicitly allocating water to maintain the river ecosystem at a high level of health, as required in terms of NAWAPO [National Water Policy]. Optimising the distribution of existing flows to improve the existing river condition was also evaluated in further scenarios. Through these scenarios, water volumes and water-quality requirements to support healthy river, wetland and the estuarine ecosystems were clearly articulated, and the costs and benefits of allocating water to the environment were also made clear."

SOURCE: PBWO and IUCN 2009.

affected by water hyacinth infestation by some 1,500 km², of a baseline area of 15,670 km². Further, 55 community groups in Tanzania planted some 2.5 million trees, which are intended to help reduce clearing of existing forests; an additional 100 village communities have been trained in soil and water conservation. Various measures have been taken to reduce overfishing in the lake, but the results of these have not been specified.

The LVEMP made a substantial contribution regarding the enabling environment for managing Lake Victoria and other water bodies. It catalyzed the creation of the Lake Victoria Basin Commission, which is headquartered in Kisumu, Kenya; and remains the specialized body of the East African Community charged with coordinating sustainable development of the basin. The project also established two specialized laboratories. The Fisheries Laboratory has since been approved and certified by the government of Tanzania and the European Union to ensure that fish exported from

the country meet quality standards imposed by the European Union. The Water Quality Laboratory continues to take daily samples from the lake and advises the government of any issues. In 2004, the project supported construction of a wastewater treatment plant in Mwanza City, which previously had no facility for treating industrial and municipal wastes before they were released into the lake. A further important result of the project was raising national capacity regarding water quality management, fisheries, and related areas. As a result of this support, 15 doctoral and 25 master of science degrees were obtained, while more than 50 stakeholders attended short courses or study tours. Although no formal tracking has been undertaken, it is reported that some of the trainees are currently employed by the University of Tanzania, the Tanzania Fisheries Research Institute, and the Ministry of Livestock and Fisheries. The broad range of capacity development provided can be seen as an important element of sustainability, although specifying achievements is difficult.

PERSISTENT ORGANIC POLLUTANTS

The GEF supported Enabling Activities to Facilitate Early Action on the Implementation on the Stockholm Convention on POPs. The results in terms of the enabling environment are discussed below. Specific results to which this activity made a significant contribution were later achieved under the GEF regional Africa Stockpiles Program. The country was able to dispose of 575 tons of obsolete polluting pesticides and 392 tons of heavily contaminated soils. Other results that built on the work of the POPs enabling activities include significant reductions in the release of PCBs and POPs, the phaseout of industrial use of PCBs, and the removal of toxic and persistent pesticides from the list of those approved for use in Tanzania.¹

¹ See also Barozi (2012).

The GEF also laid the groundwork for the 2005 NIP, which specified the existing situation with regard to POPs and outlined the country's commitments to and intended actions for control and management of POPs over a 15-year period. Under the NIP project, national capacity was strengthened and awareness raised among decision makers, private sector managers, NGOs, and the general public. A number of important systems were established, including an obsolete pesticide database; and an inventory and risk assessment of free-standing pesticides, contaminated sites, soils, buried pesticides, and contaminated equipment. The capacity and resources supported by the GEF established the foundation for measurable reduction of POPs in the country.

MULTIFOCAL AREA

One multifocal area project—the MACEMP—has been completed, and a draft terminal evaluation for it prepared.² The project's specific results, reported on in earlier project implementation reviews, include the following:

- Numerous (127) conservation committees have been established and are involved in mangrove management, leading to the replanting of 3,527 ha of mangrove forests.
- Patrolling of the coastline and mangrove reserves has minimized illegal dynamite fishing and has protected mangrove reserves in Lindi.
- Alternative income-generating activities such as poultry farming, seaweed farming, aquaculture, pearl jewelry making, and beekeeping have minimized involvement in illegal fishing and destruction of biodiversity by communities in Lindi, Mtwara, and the Mnazi Bay and Mafia Island Marine Parks.

² This draft has been noted, but not extensively used, since its findings and recommendations had not yet been formally approved as of this writing and could be subject to revision.

- About 13 percent of the country's territorial seas area has been brought under effective protection and management—divided evenly between the Tanzania mainland and Zanzibar—thus protecting habitats of ecological importance.

The project strengthened the country's enabling environment in a number of ways. First, the MACEMP facilitated a common governance regime—the Deep Sea Fishing Authority—through the 2007 amendments to the Deep Sea Fishing Authority Act No. 1 of 1998 and the Deep Sea Fishing Authority Regulations of 2009. The authority is tasked with ensuring sustainable management of the exclusive economic zone.

The MACEMP also helped the country initiate processes involved in preparing the Trans-frontier Marine Protected Area network between Kenya and Tanzania, and between Tanzania and Mozambique. Integrated coastal zone management strategies and an action plan for Zanzibar (2009), as well as integrated coastal zone management regulations (2011), were developed and operationalized with assistance from the project.

Other enabling environment results to which the MACEMP has contributed include the empowerment of coastal communities in all beneficiary local government authorities to develop and implement the following:

- Surveys on the status of Zanzibar coastal resources
- Reviews of environmental legal notices, which supported the development of draft nonrenewable natural resource and environmental impact assessment regulations
- Land use planning through support for nine participatory land use management committees

The project has also improved the capacity of the Mafia Island Marine Park by providing park management with a hostel and an office, transportation (one car and five motorcycles), and patrol

boats (one for the district office and one for the park); and by assisting with the training of park staff at postgraduate levels (two master of science and one doctorate).

5.5 Small Grants Programme

Given their small size, SGP activities are not individually evaluated. The CPE conducted limited field reviews of three of the projects thus far supported: Management and Conservation of Mangrove Forest at Bumbwini-Mkokotoni Bay (Zanzibar); Butterfly Farming around Amani Nature Reserves; and Climate Change Adaptation and Improvement of Livelihoods through Establishment of Rainwater Harvesting Dam in Nyashimo, Nassa, in the Magu District. Other SGP activities were assessed in relation to FSPs or MSPs under review, notably the rural PV market project.

The **rainwater harvesting dam** project improved communities' livelihoods through promoting sustainable agricultural practices, notably with the introduction of irrigation, thereby improving access to water for domestic, agricultural, and livestock activities. The project also created jobs in water vending and helped expand crops and horticultural produce. The participating communities were able to realize increased production of maize, sweet potatoes, cucumbers, onions, cabbages, and leafy vegetables. Consequently, the project has resulted in improved food and nutrition security, as well as additional income from the sale of various types of produce. The project results have been positively assessed by several neighboring communities, which have replicated its activities using their own resources.

The **butterfly farming** project in Amani, Tanga, promoted butterfly farming in the Eastern Usambara Mountains. The project provided training in butterfly farming and marketing services in an effort to shift dependence from unmanaged exploitation of forest products to the adoption of butterfly farming as an income-generating activity.

The project buys pupae from member farmers and sells them primarily to live butterfly exhibits in Europe and the United States; dried specimens are also sold over the Internet to specimen dealers. The project's finances and marketing are managed by staff employed by the Tanzania Forest Conservation Group, while its policies and prices are determined by an elected committee of butterfly farmers (Morgan-Brown 2007). The effort has resulted in conservation of biodiversity in the East Usambara Mountains, since butterfly farmers and their communities are now conserving natural forests to protect host plants for their butterfly farming. The activity has been successfully replicated near Jozani Chwaka Bay National Park. However, despite the project's promising results, a CPE field visit noted a current major gap in participants' marketing planning and skills.

Another SGP project, **Installation of Solar PV Systems in Schools and Dispensaries around Jozani Chwaka Bay National Park**, has resulted in improved access to electricity and lighting through the installation of two PV systems of 250 wH in dispensaries and two PV systems of 3 kWh in secondary schools in Ukongoroni and Charawe. Local stakeholders reported to the evaluation team that the availability of power has resulted in improved health care, especially during childbirth; and to improved student performance in secondary and primary schools, since students are now able to study at night.

While most of the reported outcomes of SGP activities are limited in scale, broader adoption of the promoted knowledge, technologies, and approaches could facilitate scaled-up results. A particularly effective existing approach has been to link SGP projects, with their emphasis on support to locally based activities, to MSPs and FSPs that generate opportunities for such activities but may not have sufficient resources to support them. For example, the Selous-Niassa Wildlife Corridor project obtained support from the SGP to finance local initiatives to promote income-generating activities

in a broad range of villages within the project area. Similarly, the Eastern Arc Mountains project obtained SGP funding to promote the above-discussed butterfly farming as an income-generating activity around the Amani Nature Reserves in order to reduce pressure on forest products.

5.6 Knowledge Generation and Learning

GEF-supported activities have specifically targeted the preparation of important documents for dissemination and use nationally and internationally. These initiatives have included several enabling activities that have facilitated the preparation of documents such as the NCSA and its action plan, the initial national communication to the UNFCCC, the NAPA, the POPs NIP, and a variety of situation analyses and project feasibility studies. CPE interviews and document review reveal that many of the concepts, proposed strategies and approaches, and recommendations in these documents were used in the formulation of national policies, strategies, laws, and regulations. Specific examples include the Strategy for Urgent Actions on Land Degradation and Water Catchments, the National Biosafety Framework, and the National Climate Change Strategy.

Lessons shared directly with communities and groups have addressed conservation and restoration know-how, organizational improvement, technology adoption, scale-up, and marketing. Knowledge has been disseminated at the field level through training sessions, technology and practice demonstrations, awareness meetings, publications, exchange visits, environmental competition exercises, and environmental education excursions. More broadly, the dissemination of lessons learned has been achieved through flyers, documentaries, leaflets, stakeholder report presentations, awareness meetings, media campaigns (radio and television), toolkits and handbooks, other types of publications, and websites.

Several projects have taken measures to disseminate lessons learned during and/or after implementation; among these were the MACEMP, the LVEMP, the rural PV market project, the Jozani Chwaka Bay National Park project, the butterfly farming SGP project, and the rainwater harvesting dam SGP project. In some cases, the lessons shared have been transferred and incorporated into future project designs in other areas; this was the case with the butterfly farming project, which was replicated in the Jozani Chwaka Bay National Park.

Stakeholders reported that almost all recent GEF Tanzania project documents and reports are written in English, which is understood by less than 20 percent of the population, and are highly technical. Thus, most project participants and

environmental stakeholders can neither understand nor share the contents. So, while the GEF has been partially effective in disseminating results and lessons learned from its projects, it has relied extensively on English-language documentation. In this regard, it appears that GEF activities have regressed somewhat. Early on, the GEF had played an important role in translating biodiversity terms into Kiswahili.

Another issue is that the GEF's dissemination efforts have been increasingly focused on uploading information onto websites. However, less than 20 percent of the country has access to the Internet; this access is mainly in urban centers, and the lowest levels of access are found in rural Tanzania. This again makes GEF information inaccessible to most national stakeholders.

6. Relevance of GEF-Supported Activities

6.1 Relevance to Country's Sustainable Development Agenda and Environmental Priorities

Over the last 20 years, GEF support has played a significant role in helping raise awareness of the environment as a vital cross-cutting issue for the sustainable development of Tanzania. It has also laid the foundation for mainstreaming environmental issues into a range of sectoral policies and plans. Specific examples of such support include contributing to the government's preparation of its 2007 NCSA and action plan, which established the basis for capacity development across a broad range of environmental areas and specializations; plans and strategies for implementation of the 2012 National Biosafety Framework; and development of the 2006 NAPA.

The CPE found that most projects in the GEF Tanzania portfolio are well aligned to national priority areas as delineated by the government. GEF support is relevant to the national sustainability development agenda and environmental priorities, specifically Tanzania's Development Vision 2025; Zanzibar Development Vision 2020; economic development, growth, and poverty reduction strategies and targets (NSGRP II for the mainland and MKUZA II for Zanzibar); the current Five Year Development Plan (2011–2015); and National Climate Strategy 2013.

More specifically, GEF support is contributing to the national sustainable agenda stated in

NSGRP II and MKUZA II by contributing to activities that have a positive impact on biodiversity conservation, restoration of ecosystems, demonstration of green energy sources, improvement of health care and primary and secondary school education (through solar PV), irrigation to increase agricultural productivity and production levels, and other income-generating activities important to communities and the national welfare.

Specific project-related dimensions of the relevance of GEF support in accelerating the national sustainable development agenda have been identified in the following representative areas:

- Enhancing access to renewable energy and to energy in areas without access to grid power (minigrids project; rural PV market project)
- Providing income-generating activities such as fishing (MACEMP) and marketing and maintenance of solar PV systems (rural PV market project)
- Supporting irrigation activities for sustainable land management (LVEMP)
- Conserving and managing biodiversity (Eastern Arc Mountain Forests project)
- Sustainable exploitation of forest resources (Miombo woodland resources project; Lalkisale Biodiversity Conservation Support Project [GEF ID 1491])

- Strengthening and creating national parks (Jozani Chwaka Bay project; protected area network in Southern Tanzania project; livestock and wildlife integration project)

6.2 Relevance to Country's Development Priorities and Challenges

Discussions with key stakeholders found a consistent viewpoint that, as a result of the STAR in GEF-5, government ownership of the portfolio has increased, and Tanzania has become more empowered in establishing and funding its environmental priorities where these overlap global environment issues. Under the recent national portfolio formulation exercise, after a consultative process, indicative allocations for proposed projects were suggested by the GEF National Steering Committee, a high-level body comprised of government, nongovernment, private sector, and international development partner representatives. The CPE team found during interviews with a broad range of stakeholders that some maintained that this exercise did not really introduce a new portfolio, but rather decided among options that had already been proposed.

An additional dimension of relevance cited by several stakeholders to the CPE team concerns the engagement with GEF projects of a number of research institutions and public agencies—e.g., the Tanzania Forestry Research Institute, the Tanzania Wildlife Research Institute, the Tanzania Pesticides Research Institute, the Tanzania Fisheries Research Institute, the Tanzania Livestock Research Institute, the Tanzania Traditional Energy Development Organization, the Sokoine University of Agriculture, Tanzania National Parks, the University of Dar es Salaam, the Forestry and Beekeeping Division within the Ministry of Natural Resources and Tourism, and the National Environmental Management Council. These bodies have been able to mainstream the results of their GEF activities into their ongoing research work, helping ensure

that the relevance of GEF activities is increased and sustained.

The relevance of the SGP is demonstrated by strong ownership by the government, even though its activities are executed by civil society organizations, NGOs, and community groups with the assistance of UNDP. This ownership was reconfirmed under the recent national portfolio formulation exercise, during which the sum of \$3.6 million was suggested as an appropriate amount to be given to the SGP from Tanzania's STAR allocation of \$27.4 million.

Informed national stakeholders contacted by the evaluation team identified some emerging priority areas where they believe GEF support has not yet fulfilled its potential. These include **climate change adaptation** (particularly in the broad agricultural sector as per the 2013 National Agricultural Policy) and **energy access priorities** (as outlined in the draft Power System Master Plan 2013–2035, the Integrated Industrial Development Strategy 2025, and the Long-Term Perspective Plan).

6.3 Relevance to Achievement of Global Environmental Benefits

GEF support in Tanzania has been relevant to a variety of objectives linked to global environmental benefits related to the biodiversity, climate change, international waters, land degradation, and chemicals focal areas. This support has played an important role in creating the enabling framework necessary to underpin the creation of environmental policy and legislative development in Tanzania for the generation of global environmental benefits. The GEF supported the development of numerous national plans and strategies necessary for implementation of the various multilateral environmental agreements. These plans and strategies include the NCSA (URT 2007b), the NBSAP (URT 2001), the NAPA (URT 2007a), the initial national communication under the UNFCCC (URT 2003),

the NAP to combat desertification (URT 1999), the POPs NIP (URT 2005) and its review and update, and the National Climate Change Strategy (URT 2012a).

In the area of biodiversity, development of these plans was relevant in enabling Tanzania to identify critical ecosystems and species for conservation actions. With regard to climate change, GEF support was relevant for the country's development of appropriate legislative frameworks and policies, and adaptation strategies aimed at addressing impacts at the national level as well as building local capacity to address environmental vulnerability. Some specific projects that have contributed to the development of national approaches include the enabling activities supporting the NCSA, the NAPA, the NIP, and preparation of the initial communication to the UNFCCC; and the Add On—Consultations for the Second Report to CBD and CHM [Clearinghouse Mechanism] (GEF ID 1468) enabling activity.

6.4 Relevance to Other Global and National Institutions

GEF activities across focal areas have supported Tanzania's national environmental protection initiatives and institutions. Continuation of many of these GEF activities has been supported with the government's own and donor funds. In this regard, there has been a substantial increase in the budgeted commitment of national funds dedicated to addressing environmental issues: from T Sh 28.4 billion in 2006/07 to T Sh 151.7 billion in 2009/10.

An important area of relevance involves the government's substantial efforts to meet its obligations to a range of international conventions, several of which are supported under GEF mandates. GEF support has played a key role in creating the enabling framework necessary to underpin the

development of environmental policy and legislation in Tanzania. The GEF support provided to develop the numerous national plans and strategies listed [above](#) for Tanzania's implementation of multilateral environmental agreements is also relevant to the global institutions managing those agreements.

The Eastern Arc Mountain Forests conservation project is an example of GEF support provided for a national initiative or institution. The World Bank's terminal evaluation cited a substantial risk to the sustainability of the project's GEF-supported outcomes. However, after GEF funding ceased, new support was obtained from the government of Germany. This enabled continuation of many activities through the provision of equipment, infrastructure, and transportation. Further, when the Eastern Arc Mountains Conservation Endowment Fund suffered losses during the recent financial crisis, support was obtained from the Norwegian Agency for Development Cooperation (Norad) to help keep the parks operational until the fund could recover. Similarly, after completion of the rural PV market project, Swedish International Development Agency (Sida) funding was mobilized to continue replicating project outcomes in other regions.

The government of Tanzania contributes its own resources toward sustainability through funding of a range of institutions engaged in the management of protected areas, national parks, water bodies, and institutions engaged in the conservation of natural resources of global environmental significance. However, its resources are strained by the concomitant increased management requirements that often follow on from GEF FSPs. Furthermore, as noted by some ministry respondents who have participated in GEF activities, there has been something of an overreliance on external funds to enable activities to be continued in the absence of sufficient recurrent government funding.

7. Efficiency of GEF-Supported Activities

The efficiency of the overall support provided through GEF-financed activities depends on many factors, including the GEF project cycle, Agency systems, government ministry and agency procedures, and the role of other stakeholders. Because the GEF operates as a partnership institution and given all the factors that need to be taken into consideration, it can be anticipated that the overall path of a GEF project will be long and that there may be considerable variation among projects. These aspects are explored in this chapter.

7.1 Time, Effort, and Financial Resources Required for Project Formulation

The GEF project cycle has evolved over the years. Following the GEF Independent Evaluation Office's 2006 Joint Evaluation of the GEF Activity Cycle and Modalities, the project cycle was revised in 2007 (at the beginning of GEF-4), and processing time frame limits were adjusted. For example,

a limit of 22 months for project development was imposed during GEF-4; this was reduced to 18 months for GEF-5. This section reviews the efficiency of GEF-supported activities in Tanzania, measured in terms of the time and money it takes to process a project through the GEF project cycle.

This CPE refers to the post-2007 GEF project cycle and assigns dates for earlier projects, enabling activities, MSPs, and FSPs to the five major steps of this cycle (A to E) so as to enable comparison over time. Figure 7.1 provides an overview of the project cycle before 2007. Figures 7.2 and 7.3 give an overview of the current project cycle, presented separately for FSPs and MSPs, as the project cycle varies slight for each modality.

In a few cases, the GEF Project Management Information System (PMIS) provided inconsistent information, which had to be cross-checked with information collected by GEF Agencies and national executing agencies. Estimating these data raises several problems, mostly related to the lack of full and reliable information residing

FIGURE 7.1 GEF Project Cycle Prior to 2007 Revision

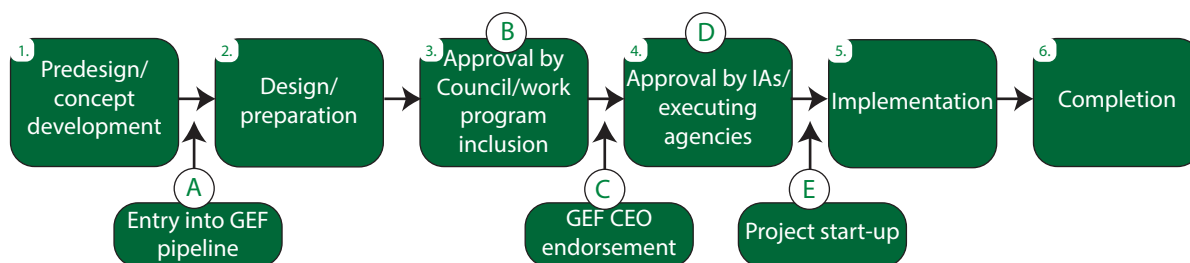


FIGURE 7.2 GEF Current Full-Size Project Cycle

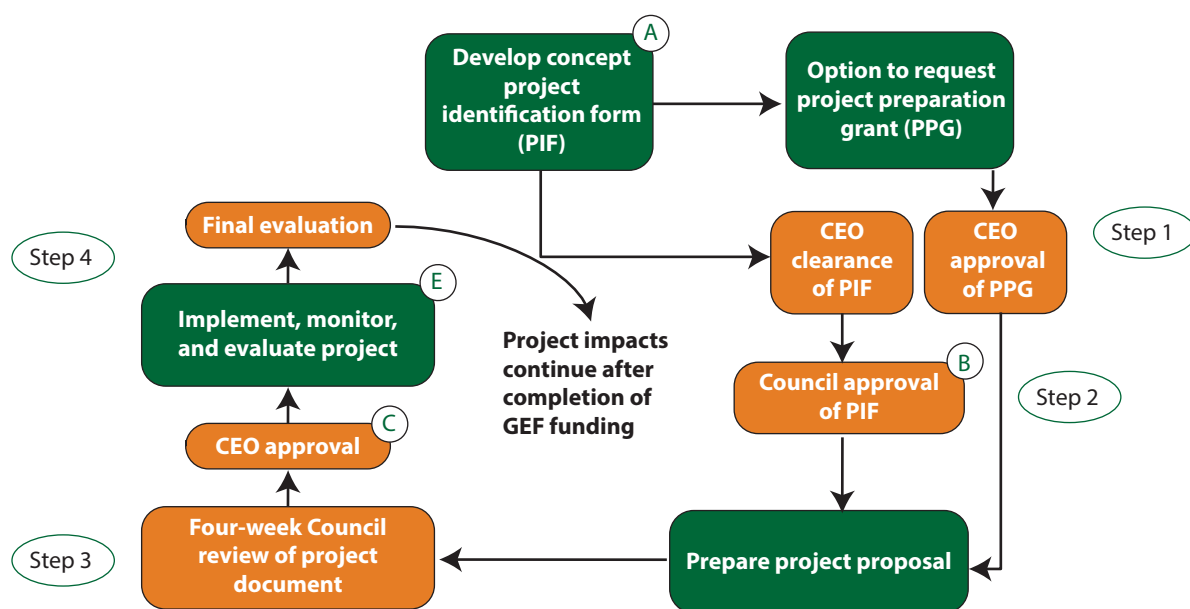
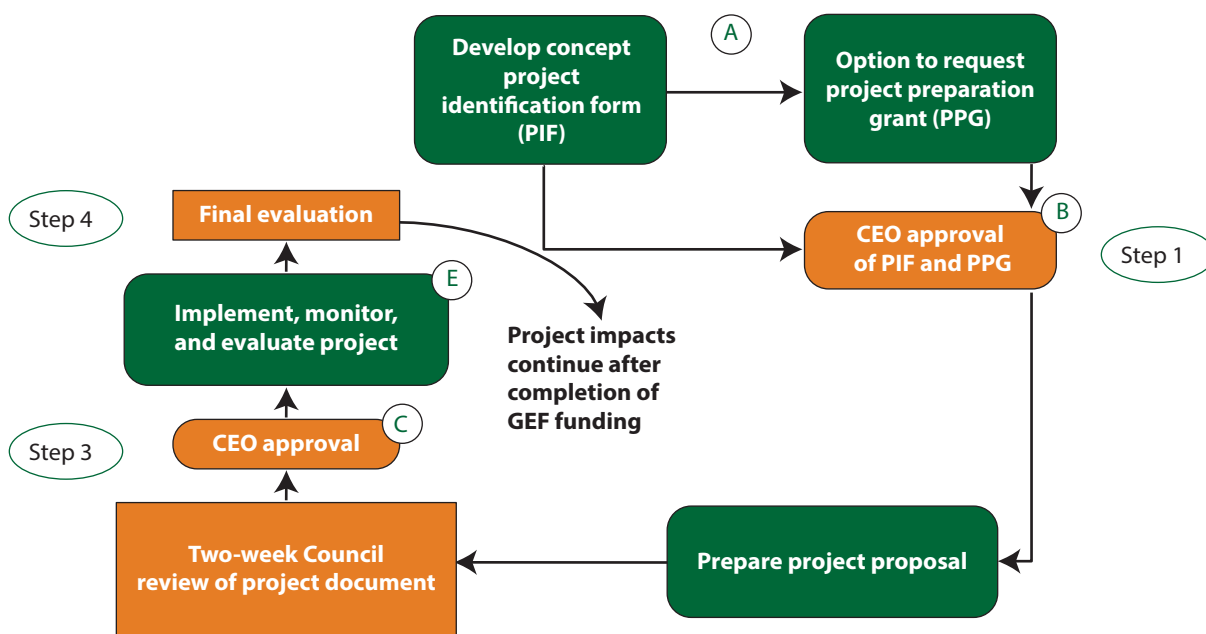


FIGURE 7.3 GEF Current Medium-Size Project Cycle



in different places (the GEF Secretariat, the GEF Agencies, and focal point mechanisms). However, in general terms, information up to the approval and disbursement of GEF funds to GEF Agencies is accurate. Information on the full costs supported

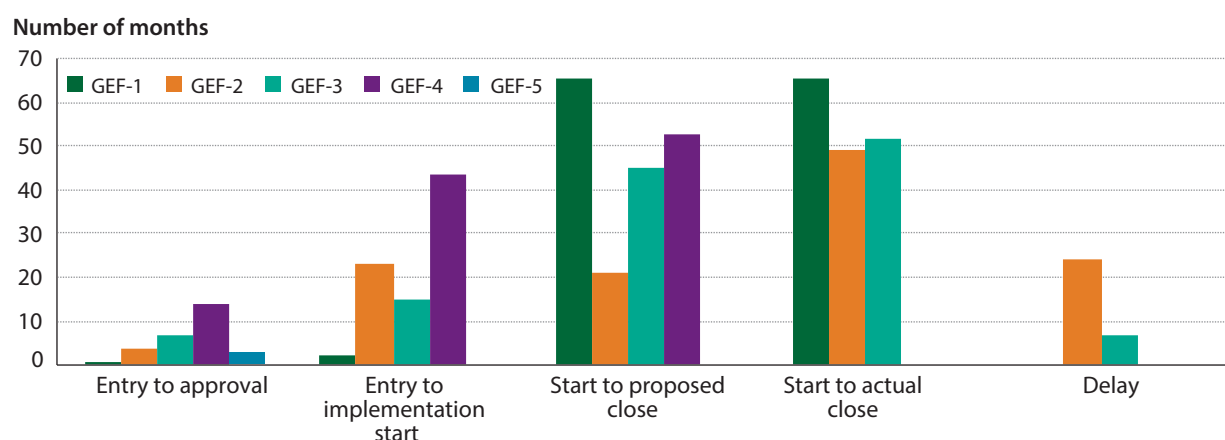
by project components or implementers in the formulation phase, particularly government and civil society organizations, was not always available. In some cases, information on dates is incomplete or unreliable.

Historically, the GEF project cycle has been characterized as particularly long and cumbersome. The evaluation of the GEF project cycle and several CPEs originated reforms toward simplification and streamlining of the project cycle, which was revised in 2007. In discussing the project cycle during the Tanzania CPE, prevalent views emerging from stakeholder interviews were that, even with project formulation support from the GEF, the processes of project preparation are complex and time-consuming. Further, the concept and

definition of cofinancing are “opaque” and difficult to understand. Stakeholders suggested that this complexity, on occasion, threatens the grant nature of GEF funding because its requirements cannot be met by some institutions that would like to participate in the GEF.

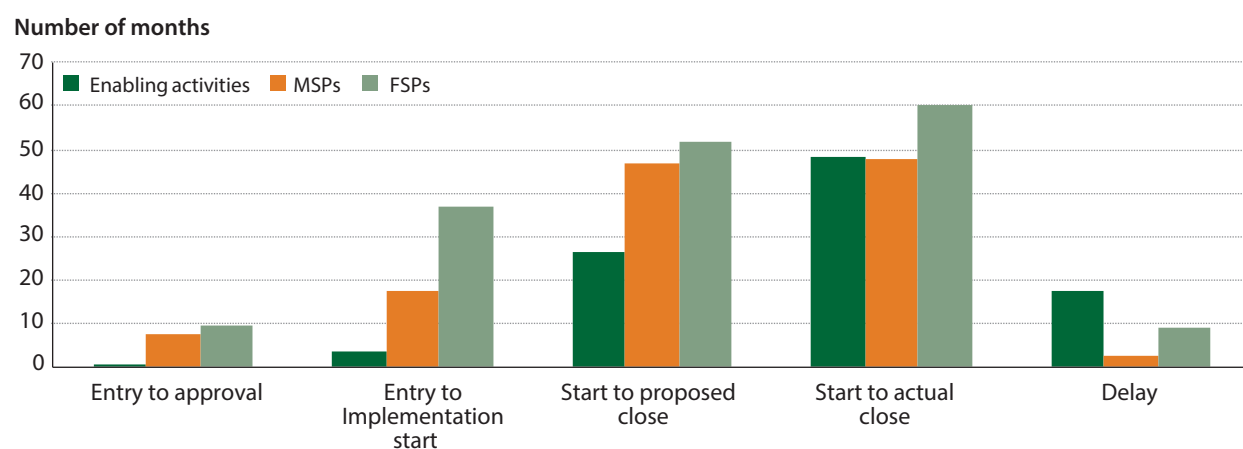
Analysis of the project cycle duration determined that although FSPs take much longer to plan and to get started than do MSPs, they still have a much greater implementation overrun (figures 7.4 and 7.5). However, some caution should

FIGURE 7.4 Average Duration of Project Stages by GEF Phase across the Tanzania National Portfolio



NOTE: *n* = 28 projects.

FIGURE 7.5 Average Duration of Project Stages by Project Type across the Tanzania National Portfolio



NOTE: *n* = 28 projects.

be exercised in interpreting these data, given the relatively small number of projects in each GEF funding cohort.

The greater duration of planning and approval processes for FSPs versus MSPs does not generate greater implementation efficiency. Although MSPs underestimate how long they will take to be completed, their degree of inaccuracy is far less than for FSPs. On further analysis, FSPs were found to have consistently overly ambitious objectives, which led them to incur substantial time overruns. In Tanzania, the project cycle reforms introduced during GEF-4 will take time to be realized in the performance of GEF projects.

7.2 Coordination and Synergies

There have been synergies for GEF project programming and implementation among the GEF Agencies, national institutions, and other donor-supported projects and activities. However, these synergies have not been fully effective.

Synergies have been developed between GEF projects, other national institutions, and other donor-supported projects. For example, GEF National Steering Committee members are selected from the public sector, civil society organizations, the private sector, academia, and other international partners.¹ This affords an opportunity for good communication and synergy across related activities in the environmental sector. The mix of capacities of key actors helps GEF projects produce results. For example, the rural PV market project was able to draw on a body of technical expertise in support of its lobbying to waive tariffs on solar PV equipment; these tariffs were seen as a critical barrier to the expansion of the market for this environmentally sustainable technology. Similarly, those steering the MACEMP effort

¹ Tanzania's GEF National Steering Committee is a high-level body with overall responsibility for approving activities the country will propose for GEF funding and for monitoring the progress of those activities.

successfully lobbied for its approaches to be replicated in other areas.

One area in which several stakeholders expressed dissatisfaction concerns the possibility of establishing synergies among different stakeholders given a perceived lack of transparency on the part of GEF Agencies in sharing financial information with executing agencies. This perception needs to be resolved in future projects if possibilities for synergies are to be maximized. Resolution is undermined by the relatively weak position of the operational focal point in the GEF system:

- GEF processes are long and complex, and Agency offices have more access to and understanding of them than the focal point can attain.
- The GEF has established and close relationships with the GEF Agencies, which leaves little room for national governments.
- Since the GEF has no country offices, the in-country role is largely played by Agencies.
- The partner and institutional role offered to governments is minimal.
- The operational focal point has almost no engagement with projects once they are started. The focal point's main engagement with the GEF Agencies is during the project preparation and endorsement stages. After this, there is little transparency, and the Agencies conduct their own project management and M&E, without contact with the focal point office.
- Managing projects involving several countries is difficult, and there is no lead focal point responsible.

The cofinancing available from the Tanzania national budget for both MSPs and FSPs has so far been slight. There has also been no major coordination between national budget procedures and the preparation and funding of GEF project proposals. Therefore, national budgetary procedures have had

little effect on GEF project funding—which has been largely dependent on GEF Agencies rather than the government for cofinancing. However, national budget disbursement processes have affected completed and ongoing projects to which the government has committed a substantial in-kind contribution, e.g., the MACEMP, the Kihansi Catchment Conservation and Management Project (GEF ID 4855), the Mnazi Bay marine park project, the Eastern Arc Mountain Forests project, and the minigrids rural electrification project.

Evidence from available terminal evaluations has not highlighted coordination (or a lack thereof) with national budget procedures as a major issue. Rather, the overall picture is that government has broadly managed to keep pace with its in-kind commitments in terms of staff salaries and other routine requirements, but has been less effective in finding potential additional or future sources of government funding to ensure sustainability of the many institutions that have been developed during project implementation.

The CPE discovered one measure that many national stakeholders feel could promote greater efficiency and coordination across the portfolio. National institutions perceive that the capacity that has been developed with GEF support could now be used to enable the country to directly implement some GEF activities without a GEF Agency. A number of national institutions in the environmental field believe that there is now sufficient technical capacity for them to independently receive and utilize GEF funds. According to their perception, disbursement could bypass the implementing GEF Agencies and go directly to national executing agencies as a means of increasing country ownership. While progress has indeed been made in several projects, resulting in improved technical reporting—e.g., in national communications to the global conventions—there are still some questions surrounding the national level of project management skills, which may limit in-country capacity to deliver projects.

It was reported to the CPE team that national institutions that wished to register to become accredited GEF partners were discouraged by the \$25,000 application fee, so none are registered. This issue is one the national stakeholders felt should be high on the GEF Council agenda, as their experience and perceptions indicate that the ownership, coordination, and efficiency of the Tanzania GEF program is being limited by the challenges facing potentially qualified national institutions that wish to play a more active role.

7.3 Monitoring and Evaluation for Project Adaptive Management

A number of GEF projects were found to have weaknesses in their M&E systems, while those of other projects are reported to have been satisfactory. Although a number of terminal evaluations do not address the role played by M&E in project development and management, several do. The terminal evaluation for the Eastern Arc Mountain Forests project notes that M&E was weak from the outset and failed to prevent the project from rapidly slipping into a set of unsatisfactory ratings assigned by World Bank supervisory missions. Even though the project had a “problem” status for 30 months, no steps were taken to revise its global environmental objective, which would have indicated effective adaptive management.

The Jozani Chwaka Bay National Park Development project was financed by several international stakeholders, resulting in an M&E system rated by its terminal evaluation as top heavy and confusing, as each stakeholder insisted its own monitoring requirements be met, including for midterm reviews. In view of the number of midterm reviews already completed, the project’s own midterm review was not given due attention or resources—and therefore missed the opportunity to recommend necessary changes to the strategic direction of the project.

The terminal evaluation of the Mnazi Bay project noted that project managers had received and accepted a substantial set of recommendations from the project's midterm review, but had then ignored them all in implementation. The terminal evaluation also reported that "lack of a coherent M&E framework resulted in a diminished project capacity for adaptive management." Also, it observed that the logframe, intended to be an important part of the M&E system, was "untouched" throughout the project.

One project in which M&E did play an active role is the Selous-Niassa Wildlife Corridor project. Here, the M&E plan was implemented and the midterm review gave substantial advice on changing direction, which was largely followed. Baseline data were somewhat belatedly gathered, and the project revised its objectives to a less ambitious level. An important suggestion of the midterm review was that the project engage with the SGP to promote income-generating activities to a broader range of villages. This was done, leading to improved income from such activities as fish farming and beekeeping, which in turn improved the acceptability of heightened wildlife management.

Some projects have made substantial efforts to strengthen their M&E capacity, both during implementation and in the future. An example is the Pangani Basin Water Management Project (box 7.1).

Despite successes in specific projects, it is clear that M&E systems are not yet uniformly regarded

as an important asset in the management and development of projects and that more emphasis needs to be placed on them by project managers and supervisors.

BOX 7.1 Strengthening M&E in the Pangani Basin Water Management Project

A 2010 study of the Pangani River Basin mainstreaming project's M&E arrangements found that "most of the water users and their organizations have inadequate knowledge of M&E specific skills... This situation calls for a strategy for M&E beyond merely providing templates to apply M&E but also to determine the skills required and to train on these" (PEMconsult 2012, 11).

Several areas of basic (e.g., climate change, integrated water resource management) and professional (e.g., creating knowledge narratives on impact) skills and cross-cutting issues (e.g., gender) were identified for inclusion in an M&E capacity-building plan. The M&E study recommended that, in the future, M&E system implementation should begin with such skills building before administering any training on template application.

Subsequently, the terminal evaluation found that this process had begun. Where previously neither M&E nor an indicator matrix had been well described in the project documents, and indicators had not been updated or refined based on project implementation, "now an indicator matrix is integrated in the PBWB's [Pangani Basin Water Board's] action plan for Financial Year (FY) 2010/11" (PEMconsult 2012, 12).

Annex A:

Quality Assurance Statements

This statement presents my views on the final report of the GEF Tanzania Country Portfolio Evaluation report which covers the period between 1992 and 2012. It highlights some major areas of observations and the results thereof as follows:

- As a member of the Quality Assurance Panel (QAP), I was involved in the process right from the drafting of the terms of reference for the QAP. Indeed, all suggestions were incorporated in the final terms of reference and effectively engaged the QAP members in the process of seeing the final output of the evaluation.
- One of the most interesting observations is the use of multiple methods with triangulation, making the methodology so robust as to warrant the result achieved, with evidence and without contention. The most effective method, however, is the involvement of stakeholders and incorporation of their ideas and observations.
- The final report has incorporated all recommendation, making the report excellent, in my view. This is evident as can be seen in the conclusions and recommendations of the report.

Yours sincerely,

Dr. Bakari S. Asseid
Deputy Principal Secretary
Ministry of Agriculture and Natural Resources
Zanzibar

This statement stands as my own view of the final report of the GEF Tanzania Country Portfolio Evaluation report which covers the period between 1992 and 2012. This statement presents my observations starting from the first stage of terms of reference (TOR) development to the final stage of report production. As a member of the Quality Assurance Panel (QAP), I would like to admit that I was involved in reviewing the TORs and my comments were incorporated in the final TORs. One of the major observations is the involvement of key stakeholders. Most of the stakeholders participated in this process through interviews and workshops and therefore the report is an outcome of the wider consultations and it has enhanced country ownership of the process and the final report.

Yours sincerely,

Ekingo Magembe
Principal Economist
Poverty Eradication Department
Ministry of Finance
Tanzania

Annex B:

Terms of Reference

This annex presents the terms of reference for the Tanzania Country Portfolio Evaluation approved by the GEF Evaluation Office Director on March 26, 2013. Minor edits have been made for consistency.

B.1 Background and Introduction

Country portfolio evaluations are one of the main evaluation streams of work of the GEF Independent Evaluation Office.¹ By capturing aggregate portfolio results and performance of the GEF at the country level, they provide useful information for both the GEF Council and the countries. CPEs' relevance and utility have increased in GEF-5 with the increased emphasis on country ownership and country-driven portfolio development.

GEF-eligible countries are chosen for CPEs based on a selection process and a set of criteria including the size, diversity, and maturity of their portfolio of projects (GEF IEO 2010). Among several considerations, Tanzania was selected based on its diverse portfolio in almost all GEF focal areas (biodiversity, climate change, land degradation, POPs, and multifocal area), and because it has many completed/closed projects with a significant emphasis on biodiversity and climate change, giving broader scope for review of sustainability

and progress to impact. Tanzania includes several ongoing projects as well as those that are on the verge of implementation.

The United Republic of Tanzania was formed in 1964 through the merger of Tanganyika and the archipelago of Zanzibar, which is made up of two main islands and several smaller ones. Centrally placed in East Africa, Tanzania has eight neighboring countries and 1,400 km of Indian Ocean coastline. It is a member of the East African Community and of the Southern African Development Community. As a semi-autonomous part of Tanzania, Zanzibar has its own government, known as the Revolutionary Government of Zanzibar, with a president, first vice president, second vice president, and cabinet.

Tanzania is divided into 30 regions: 5 on the semi-autonomous islands of Zanzibar and 25 on the mainland, the former Tanganyika. The population of the country is 44.9 million as of the 2012 national census. Of these, approximately 43 million reside in mainland Tanzania and 1.3 million in Zanzibar.

The country's Human Development Index is 0.466, ranking it 152 out of 187 countries; although below the world's average, this is above the regional average.² Over the past two decades, economic reforms have improved the country's economic status. The economic growth rate in 2012 was at

¹ For a complete list of countries having undergone CPEs, please refer to the GEF Independent Evaluation Office [website](#).

² <http://hdr.undp.org/sites/default/files/Country-Profiles/TZA.pdf>, accessed December 2015.

6.9 percent in real terms—higher than the target of 6.8 percent, but lower than the 7.0 percent recorded in 2010. According to a World Bank study, the living conditions in rural areas of Tanzania have not improved because many households have not been included in the economic growth patterns (World Bank 2012b).

The economy is based primarily on agriculture, which accounts for more than half of the gross domestic product (GDP) of \$23.71 billion (as of 2011), comprises approximately 75 percent of exports, and employs about 75 percent of the workforce. Tourism accounts for around 16 percent of GDP and nearly 25 percent of total export earnings. However, topography and climate limit cultivated crops to only 4 percent of the land area. The nation has many resources including minerals, natural gas, forests, and tourism.

The country's landscape spans from east coast shores to a mountainous northeast, which is dominated by Africa's highest peak, Mount Kilimanjaro. Tanzania borders Lake Victoria to the north and Lake Tanganyika to the west. The center of the country consists of a large plateau with plains and some arable land. About a third of Tanzania is covered by forests and woodland; on the plains, populations of African wildlife thrive in well-known areas, such as the Serengeti, which remain mostly unspoiled. In the marine realm, the country's mangrove forests have several ecosystem functions, including serving as nursery areas for fish and prawns. There are also extensive seagrass areas—an important food and habitat. Coral reefs are located along about two-thirds of Tanzania's coastline.³

The six major environmental threats identified by Tanzania's government are land degradation; lack of accessible, good quality water for both urban and rural inhabitants; environmental pollution; loss of wildlife habitat and biodiversity; deterioration of aquatic systems; and deforestation

(URT 1997). These threats result in reduced soil productivity; lack of good quality water for washing, cooking, drinking, and bathing; and threats to national heritage and tourism. These factors have also been associated with increased poverty in the country. The reasons behind these threats have been identified as inadequate land and water management at various levels, inadequate financial and human resources, inequitable terms of international trade, the vulnerable nature of some local environments, rapid growth of rural and urban populations, and inadequate institutional coordination. Other contributing factors include inadequate monitoring and information systems, inadequate capacity to implement programs, inadequate involvement of major stakeholders (local communities, NGOs, and the private sector), and inadequate integration of conservation measures in program planning and development (URT 1997).

The GEF has been active in Tanzania since 1992 with 29 national projects. The portfolio includes 12 projects in biodiversity, 11 climate change projects, 3 multifocal area projects, 2 in POPs, and 1 in land degradation (table B.1).⁴ Total GEF funding is approximately \$79 million with \$366 million of cofinancing. The Tanzania projects are evenly spread within the GEF project cycle with 14 projects completed, 9 under implementation, and 6 pending (approved by the GEF Chief Executive Officer, the GEF Council, and the GEF Agencies).

The portfolio in Tanzania is split as follows: UNDP has been a main channel for support with 13 projects totaling over \$29 million in GEF support; the World Bank has implemented \$36 million in GEF support through 6 projects; UNIDO has 5 projects with a total GEF budget of \$9.3 million, and UNEP also has 5 projects with a GEF budget of \$4.7 million. Respective cofinancing amounts by focal area are shown in table B.1.

³http://wwf.panda.org/who_we_are/wwf_offices/tanzania/about_tanzania/; accessed December 2012.

⁴Portfolio analysis will be finalized in the preparatory stages of the evaluation in consultation with the GEF Agencies.

TABLE B.1 Support to Tanzania National Projects by Focal Area and GEF Agency

Focal area	Agency	GEF funding (\$)	Cofinancing (\$)	Total (\$)	Number of projects
Biodiversity	UNDP	16,222,874	40,583,017	56,805,891	7
	UNEP	777,300	614,300	1,391,600	1
	World Bank	7,310,554	19,966,000	27,276,554	3
	World Bank–UNDP	12,000,000	33,300,000	45,300,000	1
	Subtotal	36,310,728	94,463,317	130,774,045	12
Climate change	UNDP	7,250,000	26,098,946	33,348,946	3
	UNEP	3,910,300	67,878,498	71,788,798	4
	UNIDO	8,627,000	36,233,500	44,860,500	2
	World Bank	6,500,000	53,100,000	59,600,000	1
	Subtotal	26,287,300	183,310,944	209,598,244	10
Land degradation	UNDP	2,630,000	21,646,000	24,276,000	1
	Subtotal	2,630,000	21,646,000	24,276,000	1
POPs	UNIDO	708,000	210,000	918,000	2
	Subtotal	708,000	210,000	918,000	2
Multifocal area	UNDP	2,945,000	13,786,266	16,731,266	2
	World Bank	10,000,000	52,750,000	62,750,000	1
	Subtotal	18,926,805	84,836,266	103,763,071	3
Total		78,881,028	366,166,527	445,045,555	29

B.2 Objectives of the Evaluation

The purpose of the Tanzania CPE is to provide the GEF Council with an assessment of results and performance of the GEF-supported activities in the country, and of how the GEF-supported activities fit into the national strategies and priorities as well as within the global environmental mandate of the GEF. Based on this overall purpose, the Tanzania CPE will have the following specific objectives:

- Evaluate the *effectiveness* and *results* of GEF support in the country, with attention to the *sustainability* of achievements at the project level and progress toward impact on global environmental benefits⁵

⁵ *Effectiveness*: the extent to which the GEF activity's objectives were achieved, or are expected to be achieved, taking into account their relative importance; *results*: in GEF terms, results include direct project outputs, short-

- Evaluate the *relevance* and *efficiency* of GEF support in Tanzania from several points of view: national and regional environmental frameworks and decision-making processes, the GEF mandate and the achievement of global environmental benefits, and GEF policies and procedures⁶

to medium-term outcomes, and progress toward longer-term impact including global environmental benefits, replication effects, and other local effects; *sustainability*: the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion; projects need to be environmentally as well as financially and socially sustainable.

⁶ *Relevance*: the extent to which the activity is suited to local and national environmental priorities and policies and to global environmental benefits to which the GEF is dedicated; *efficiency*: the extent to which results have been delivered with the least costly resources possible.

- Provide *feedback and knowledge sharing* to (1) the GEF Council in its decision-making process, (2) Tanzania on its collaboration/participation in the GEF, and (3) the different Agencies and organizations involved in the preparation and implementation of GEF support

The Tanzania CPE will also be used to provide information and evidence to other evaluations being conducted by the Office—e.g., the Biodiversity Impact Evaluation, the Midterm Review of the National Portfolio Formulation Exercise, and the second report of the Fifth Overall Performance Study (OPS5) to the GEF Replenishment Committee.

The Tanzania CPE will analyze the performance of individual projects as part of the overall GEF portfolio, but without rating such projects. CPEs are conducted to bring to Council attention different experiences and lessons on how the GEF is implemented at the national level in a wide variety of countries. CPEs do not aim at evaluating the performance of GEF Agencies, national entities (agencies/departments, national governments, or involved civil society organizations), or individual projects.

KEY EVALUATION QUESTIONS

GEF CPEs are guided by a set of key questions that should be answered based on the quantitative and qualitative analysis of the evaluative information and perceptions collected during the evaluation exercise. The Tanzania CPE will be guided by the following key questions:

Effectiveness, results, and sustainability

- Is GEF support effective in producing results at the project level, aggregate level (portfolio and program), by focal area, and at the country level; and are project-level results sustainable?
- Is GEF support to Tanzania effective in creating individual capacity and strengthening institutions at the national, regional, and local levels?

- Is GEF support effective in producing results related to the dissemination of lessons learned in GEF projects and with partners, and if so, how are such lessons shared in-country?
- Has GEF support led to progress toward impact over an extended period of time after completion?
- Is GEF support effective in replicating/scaling up the successful results it has demonstrated in its projects?
- Is GEF support effective in linking environmental conservation measures with compatible sustainable livelihood and development activities for achieving global environmental benefits?
- Has the GEF support to Tanzania facilitated the channeling of additional resources for preventing land degradation efforts for achieving global environmental benefits?

Relevance

- Is GEF support relevant to the Tanzania sustainable development agenda and environmental priorities, to the country's development needs and challenges, and to national GEF focal area action plans?
- Is GEF support relevant to the objectives linked to the different global environmental benefits in the biodiversity, climate change, international waters, land degradation, and chemicals focal areas?
- Are GEF and its Agencies supporting environmental and sustainable development prioritization, country ownership, and the decision-making process in Tanzania; and if so, how has this evolved over time?
- To what extent have GEF-supported activities also received support from the country and/or from other donors?

- Are there trade-offs between the relevance of GEF support to Tanzania's national priorities versus the relevance to global environmental benefits?

Efficiency

- How much time, effort, and financial resources (including cofinancing) does it take to formulate and implement projects, by type of GEF support modality?
- What are the roles, types of engagement, and coordination among different stakeholders in project implementation?
- Are there synergies among GEF Agencies, Tanzania national institutions, and other donors in support of GEF programming and implementation?
- What role does M&E play in project adaptive management and overall efficiency? Are results based on defined tracking tools and M&E data?
- Is the necessary capacity available, created, and remaining within national institutions to more independently receive GEF support?
- How do the national budget procedures affect GEF project proposal preparation and funding?

Each of these questions is complemented by indicators, potential sources of information, and methods in an evaluation matrix, which is presented in [annex C](#).

SCOPE AND LIMITATIONS

The Tanzania CPE will cover all types of GEF-supported activities in the country at all stages of the project cycle (pipeline, ongoing, and completed) and implemented by all active GEF Agencies in all active focal areas, including applicable GEF corporate activities such as the SGP and a selection of regional and global programs that are of special relevance to the country. However, the main focus of the evaluation will be projects implemented within the country boundaries—i.e., the national projects, be these full-size, medium-size, or enabling activities.⁷ The stage of the project will determine the expected CPE focus (table B.2).

The GEF does not establish country programs that specify expected achievements through programmatic objectives, indicators, and targets. However, since 2010, the GEF has started supporting countries in undertaking national portfolio formulation exercises on a voluntary basis. These exercises serve as a priority-setting tool for countries and as a guide for GEF Agencies as they assist recipient countries. These country programming efforts are rather recent, which limits their usefulness in CPEs that look back to the start of GEF operations some 20 years ago. This is why generally CPEs entail some degree of retrofitting of frameworks to be able to judge the relevance of the

⁷The review of selected regional projects will feed into the aggregate assessment of the national GEF portfolio described above.

TABLE B.2 Focus of Evaluation by Project Status

Status	Relevance	Efficiency	Effectiveness ^a	Results ^a
Completed	Full	Full	Full	Full
Ongoing	Full	Partially	Likelihood	Likelihood
Pipeline	Expected	Processes	n.a.	n.a.

NOTE: n.a. = not applicable.

a. On an exploratory basis.

aggregated results of a diverse portfolio of projects. Accordingly, the standard CPE evaluation framework described here will be adapted along with the other relevant national and GEF Agency strategies, country programs, and/or planning frameworks as a basis for assessing the aggregate results, efficiency, and relevance of the GEF country portfolio in Tanzania.

GEF support is provided through partnerships with many institutions operating at many levels, from local to national and international. It is therefore challenging to consider GEF support separately. The Tanzania CPE will not attempt to provide a direct attribution of development results to the GEF, but address the contribution of GEF support to overall achievements, i.e., to establish a credible link between GEF-supported activities and its implications. The evaluation will address how GEF support has contributed to overall achievements in partnership with others, through analysis of roles and coordination, synergies and complementarities, and knowledge sharing.

The assessment of results will be focused, where possible, at the level of outcomes and impacts rather than outputs. Project-level results will be measured against the overall expected impact and outcomes from each project. Special attention will be paid to the identification of factors affecting the level of outcome achievements and progress to impact, as well as to the risks that may prevent further progress to long-term impact. Outcomes at the focal area level will be primarily assessed in relation to catalytic and replication effects, institutional sustainability and capacity building, and awareness.

Progress toward impact of a representative sample of sufficiently mature projects (i.e., completed at least two years) will be looked at through field ROTI studies.⁸ Expected impacts at the focal area level will be assessed in the context of GEF

objectives and indicators of global environmental benefits.

The inclusion of regional and global projects increases the complexity of this type of evaluation, since these projects are developed and approved in a different context (i.e., regional or global policies and strategies) than are national projects. However, a representative number of regional and global projects will be included based on criteria such as the relevance of the regional project for the country, the implementation unit being located in the country, among others.

Within the national portfolio, 14 projects are completed (3 FSPs, 5 MSPs, and 6 enabling activities); 9 projects are under implementation (8 FSPs and 1 MSP), and 7 are pending (6 FSPs and 1 enabling activity). The context in which these projects were developed and approved and are being implemented constitutes another focus of the evaluation. This includes a historic assessment of the national sustainable development and environmental policies, strategies, and priorities; the legal environment in which these policies are implemented and enforced; the GEF Agency country strategies and programs; and GEF policies, principles, programs, and strategies.

B.3 Methodology

The Tanzania CPE will be conducted by staff of the GEF Independent Evaluation Office and staff and consultants from the Economic and Social Research Foundation. The team includes technical expertise on national environmental and sustainable development strategies, evaluation methodologies, and the GEF.

Economic and Social Research Foundation staff qualify under the GEF Independent Evaluation Office ethical guidelines, and have signed a declaration of interest to indicate no recent (past

⁸ It is expected that at least three ROTIs would be conducted. Opportunities to conduct more will be

sought in concert with other evaluations taking place in the Independent Evaluation Office.

three to five years) relationship with GEF support in the country. The Tanzania operational focal point will act as a resource in facilitating the CPE process by identifying interviewees and source documents; and organizing interviews, meetings, and field visits.

The methodology includes a series of components using a combination of qualitative and quantitative evaluation methods and tools. The expected sources of information include the following:

- *Project level:* project documents, project implementation reports, terminal evaluations, terminal evaluation reviews, reports from monitoring visits, and any other technical documents produced by projects
- *Country level:* national sustainable development agendas, environmental priorities and strategies, GEF-wide focal area strategies and action plans, and global and national environmental indicators
- *Agency level:* country assistance strategies and frameworks and their evaluations and reviews
- *Evaluative evidence* at the country level from other evaluations implemented either by the Office, by the independent evaluation offices of GEF Agencies, or by other national or international evaluation departments
- *Interviews* with GEF stakeholders, including the GEF operational focal points and all other relevant government departments, bilateral and multilateral donors, civil society organizations, and academia (including both local and international NGOs with a presence in the countries), GEF Agencies, the SGP, and the national UN convention focal points
- *Interviews* with GEF beneficiaries and supported institutions, municipal governments and associations, and local communities and authorities
- *Surveys* of GEF stakeholders in the country
- *Field visits* to selected project sites, using methods and tools developed by the Office such as the *ROtI Handbook*
- Information from *national consultation workshops*

The quantitative analysis will use indicators to assess the relevance and efficiency of GEF support using projects as the unit of analysis (i.e., linkages with national and regional priorities, time and cost of preparing and implementing projects, etc.) and to measure GEF results (i.e., progress toward achieving global environmental benefits) and performance of projects (such as implementation and completion ratings). Available statistics and scientific sources, especially for national environmental indicators, will also be used.

The evaluation team will use standard tools and protocols for the CPEs and adapt these to the national and regional contexts. These tools include a project review protocol to conduct the desk and field reviews of GEF projects and interview guides to conduct interviews with different stakeholders.

The Tanzania CPE will include visits to project sites. The criteria for selecting the sites will be finalized during implementation of the evaluation, with emphasis placed on both ongoing and completed projects. The evaluation team will decide on specific sites to visit based on the initial review of documentation and balancing needs of representation as well as cost-effectiveness in conducting the field visits.

Quality assurance will be performed at key stages of the process by a quality assurance panel composed by three independent national experts.⁹

⁹ The following individuals comprise the quality assurance panel: Prof. Amos Enock Majule, Director, Institute for Resource Assessment, University of Dar es Salaam; Dr. Bakari Asseid, Deputy Principal Secretary (Natural Resources), Ministry of Agriculture and Natural Resources, Zanzibar, and Technical Advisor to the Society for Natural Resources; and Ekingo Magembe, Head of the Poverty Monitoring Office in the Ministry

The expertise provided covers the relevant scientific and technical aspects of the peer review function related to the GEF focal areas as well as to evaluation.

The evaluation team will also present a separate analysis of the Zanzibar GEF portfolio—i.e., those GEF-supported projects implemented in Zanzibar. While these projects will remain within the broader Tanzania portfolio for analysis, the separate analysis will enhance, and benefit from, the Office’s experience with evaluating GEF programming in small island developing states; this includes evaluations recently undertaken in the Caribbean, Cuba, and Timor-Leste, and the ongoing Vanuatu and SPREP portfolio evaluation. The Zanzibar analysis will present the portfolio distribution and discuss its relevance, efficiency, effectiveness, and results.

B.4 Process and Outputs

These country-specific terms of reference have been prepared based on two Office visits to Tanzania in September and November 2012. The first mission was conducted with the purpose of assessing institutional and human capacity for joint management, quality assurance, and national conduct of the evaluation. The second mission was for scoping the evaluation and identifying key issues to be included in the analysis. The scoping mission was also an opportunity to officially launch the evaluation and introduce the selected consultants to GEF national stakeholders. These terms of reference conclude the preparatory phase and set the scene for the evaluation phase, during which the evaluation team will collect information and review literature to extract existing reliable evaluative evidence and prepare specific inputs to the CPE, including the following:

- The *GEF portfolio database* which describes all GEF support activities within the country, basic information (GEF Agency, focal area, implementation status), project cycle information, GEF and cofinancing financial information, major objectives and expected (or actual) results, key partners per project, etc.
- The *country environmental legal framework* which provides a historical perspective of the context in which the GEF projects have been developed and implemented in Tanzania, to be based on information on national and regional environmental legislation, environmental policies of each government administration (plans, strategies, etc.), and the international agreements signed by Tanzania presented and analyzed through time so as to be able to connect with particular GEF support
- *Global environmental benefits assessment* which provides an assessment of the country’s contribution to the GEF mandate and its focal areas based on appropriate indicators, such as those used in the STAR (biodiversity, climate change, and land degradation) and others used in project documents
- *ROtI* field studies of three projects completed for at least two years, selected in consultation with Office staff, which will contribute to strengthening the information gathered and analysis of results

The Evaluation team will also perform the following:

- Conduct three to five additional *field visits* to other ongoing and/or completed national and regional projects, including those from the SGP, selected in consultation with Office staff;¹⁰ this

of Finance, the unit responsible for implementation of the country’s Poverty Reduction Strategy Plan Monitoring Master Plan.

¹⁰ Field visits to SGP projects will be undertaken when opportunistic in relation to other fieldwork.

will also contribute to strengthening information gathering and analysis of results.

- Conduct the evaluation analysis and *triangulation* of collected information and evidence from various sources, tools, and methods. This will be done during a mission to Tanzania by the Office's Task Manager working with the Economic and Social Research Foundation team. The aim will be to consolidate evidence gathered thus far, identifying missing information and analysis gaps and arriving at preliminary findings. These findings will be summarized in a concise aide-mémoire, which will be distributed to stakeholders one week prior to the final consultation workshop.¹¹ During this mission, additional analysis, meetings, document reviews, and/or fieldwork might be undertaken as needed.
- Conduct a *stakeholder consultation workshop* for government and national stakeholders, including project staff, donors, and GEF Agencies, to

¹¹ The aide-mémoire will be circulated to GEF stakeholders with an invitation to the final consultation workshop.

present and gather stakeholder feedback on the GEF Tanzania CPE key preliminary findings contained in the aide-mémoire and circulated prior to the workshop. The workshop will also be an opportunity to verify errors of fact or analysis in case these are supported by adequate additional evidence brought to the attention of the evaluation team. The workshop will also aim at identifying potential areas for recommendations and verify their concreteness and feasibility.

- Prepare a *draft Tanzania CPE report*, which incorporates comments received at the final consultation workshop. The draft report will be sent to stakeholders for factual error checking as well as for errors of analysis.
- Consider the eventual incorporation of comments received to the draft report and prepare the *final Tanzania CPE report*. The GEF Independent Evaluation Office will bear full responsibility for the content of the report.

EVALUATION KEY MILESTONES

The key milestones of the evaluation are presented in table B.3.

TABLE B.3 Tanzania CPE Key Milestones

Milestone	Status/deadline
Preparatory work, preliminary data gathering	September–October 2012
Pre-evaluation mission	November 2012
Evaluation workplan	January 2013
Evaluation matrix	January 2013
Quality control/peer review, finalization and disclosure of Tanzania-specific CPE terms of reference	March 2013
Launch evaluation phase, literature review, data gathering	February 1, 2013
Country environmental legal framework	March 8, 2013
Global environmental benefits assessment	March 8, 2013
Data collection/interviews, GEF portfolio database, and project review protocols	March 15, 2013
Finalization of GEF country portfolio database	March 15, 2013
Three ROtI field studies	April 26, 2013
Consolidation and triangulation of evaluative evidence, additional analysis/gap filling	Week of May 6, 2013
Preparation of aide-mémoire (report of preliminary findings)	May 31, 2013
Presentation of preliminary findings in a consultation workshop	Week of June 3, 2013
Draft CPE report for circulation	July 5, 2013
Delivery of final CPE report	August 9, 2013

Annex C: Evaluation Matrix

Effectiveness, results, and sustainability			
Is GEF support effective in producing results (outcomes and impacts) at the project level, aggregate (portfolio and program) level, and country level? Are these results (project level) sustainable?	<ul style="list-style-type: none"> • Overall project outcomes and impacts of GEF support • Existing ratings for project outcomes (self-ratings and independent ratings) • Changes in global benefit indexes and other global environmental indicators • Sustainability ratings for projects that are still under implementation re. likelihood that objectives will be achieved • Catalytic and replication effect on national and regional programs • Use of tracking tools and monitoring and evaluation data 	<ul style="list-style-type: none"> • Project staff and beneficiaries, national and local government representatives, NGOs; ROTIs • Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.) • Evaluative evidence from projects and donors, global environmental benefits assessment • Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.) • Data from overall projects and other donors, including evaluation studies by other donors; ROTIs; project staff and beneficiaries, national and local government representatives • Data from overall projects and other donors, including evaluation studies by other donors; ROTIs; project staff and beneficiaries, national and local government representatives 	<ul style="list-style-type: none"> • Focus groups and individual interviews; ROTI methodology • Desk review, project review protocols • Literature review, meta-analysis of evaluation reports, national and global state of environment reports • Focus groups and individual interviews; ROTI methodology; GEF portfolio aggregate analysis • Desk review; ROTI methodology; focus groups and individual interviews • Desk review; ROTI methodology; focus groups and individual interviews

Key question	Indicators/data	Source of information	Methodology
Is GEF support effective in producing results related to the dissemination of lessons learned in GEF projects and with partners? If so, how are such lessons shared in-country?	<ul style="list-style-type: none"> Existing ratings for project outcomes (self-ratings and independent ratings) Dissemination of positive impacts of GEF projects and best practices into national development plans and other channels to mainstream lessons from GEF projects Lessons learned shared nationally and regionally and models/interventions in use 	<ul style="list-style-type: none"> Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.) Project staff and beneficiaries, national and local government representatives, civil society staff (NGOs and academia) Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.), ROTIs, project staff and beneficiaries, national and local government representatives, NGOs, and academia 	<ul style="list-style-type: none"> Desk review, project review protocols Focus groups and individual interviews Desk review, ROTI methodology, GEF portfolio and pipeline analysis
Has GEF support led to progress toward impact over an extended period of time after completion?	<ul style="list-style-type: none"> Continued existence of intended change/activity beyond GEF support Availability of financial and technical resources to carry out interventions beyond GEF funding Ownership of projects by local institutions or by beneficiary groups that continue to engage with the interventions 	<ul style="list-style-type: none"> Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.); project staff and beneficiaries, national and local government representatives; ROTIs 	<ul style="list-style-type: none"> Desk review, focus groups and individual interviews, project review protocols, ROTI methodology, GEF portfolio analysis
Is GEF support effective in creating individual capacity at national, regional, and local levels? ^a	<ul style="list-style-type: none"> Evidence of individual capacity improvement by credentials and performance 	<ul style="list-style-type: none"> Project-related reviews; project staff and beneficiaries, national and local government representatives, NGOs, and academia; ROTIs; evaluation studies by other donors 	<ul style="list-style-type: none"> Project review protocols, focus groups and individual interviews, ROTI methodology
Is GEF support effective in strengthening institutional capacity at national, regional, and local levels? ^a	<ul style="list-style-type: none"> Evidence of institutional capacity strengthening by institutional creation, performance measures, staffing, or budget 	<ul style="list-style-type: none"> Project-related reviews; project staff and beneficiaries, national and local government representatives; ROTIs, NGO representatives 	<ul style="list-style-type: none"> Project review protocols, focus groups and individual interviews, ROTI methodology

Key question	Indicators/data	Source of information	Methodology
Is GEF support effective in linking environmental conservation measures with compatible sustainable livelihood and development activities for achieving global environmental benefits?	<ul style="list-style-type: none"> • Incorporation of livelihood needs into project design • Evidence of environmental stress reduction; status improvement • Evidence of livelihood improvements among communities dependent on natural resources • % allocated for livelihood support of total support 	<ul style="list-style-type: none"> • Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.); project staff and beneficiaries, national and local government representatives, NGOs, and academia • Project-related reviews, ROTIs, project staff and beneficiaries, national and local government representatives, NGOs, academia, evaluation studies by other donors • Project-related reviews; project staff and beneficiaries, national and local government representatives, NGOs, and academia 	<ul style="list-style-type: none"> • Desk review, project review protocols, stakeholder consultations (focus groups and individual interviews) • Project review protocols, ROTI methodology, GEF portfolio analysis, stakeholder consultation • Project review protocols, focus groups and individual interviews
Is GEF support effective in replicating/scaling up the successful results it has demonstrated in its projects?	<ul style="list-style-type: none"> • Institutions continue projects or use lessons to provide services and interventions • Evidence of increase in use of similar interventions • Catalytic scale-up and replication effects 	<ul style="list-style-type: none"> • Project staff and beneficiaries, national and local government representatives • Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.); data from overall projects and other donors; ROTIs 	<ul style="list-style-type: none"> • Desk review, project review protocols, meta-analysis, ROTI methodology, focus groups and individual interviews
Has GEF support facilitated the channeling of additional resources for preventing land degradation as a means to achieve global environmental benefits?	<ul style="list-style-type: none"> • Evidence of land degradation prevention projects/activities as supported by the government and other donors • National/regional policies (agriculture, forestry, environment, etc.) to slow rates of land degradation • Active monitoring of land degradation by government/nongovernment entities 	<ul style="list-style-type: none"> • Project staff and beneficiaries, national and local government representatives • Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.); data from overall projects and other donors, including evaluation studies; ROTIs 	<ul style="list-style-type: none"> • Desk review, project review protocols, individual interviews, ROTI methodology, meta-evaluation

Key question	Indicators/data	Source of information	Methodology
Relevance			
Is GEF support relevant to the national sustainability development agenda and environmental priorities, national development needs and challenges, and national GEF focal area action plans?	<ul style="list-style-type: none"> • GEF support for environmental protection is within Tanzania's development vision and national strategies, including strategies for progress toward the Millennium Development Goals • Level of GEF support compared to other development partners in activities prioritized in national sustainable development and environmental policies and legislation • GEF support has country ownership and is Tanzania based (i.e., project origin, design, and implementation) • The GEF supports development needs (i.e., income generating, capacity building) and reduces challenges • The various types of GEF modalities, projects, and instruments are coherent with country needs and challenges • GEF support linked to NEAP, national communications to the UNFCCC, national POPs, NCSA, NAPA, etc. 	<ul style="list-style-type: none"> • Tanzanian-relevant sustainable development and environment policies, strategies, and action plans; project-related documentation (project document and logframe, implementation reports, terminal evaluations, terminal evaluation reviews, etc.), GEF and Agency project databases, evaluation studies by other donors • Available databases—international (e.g., World Bank) and national (e.g., GEF focal point and Agencies, government authorities and others); government officials, Agency staff, donors, and civil society representatives; country legal environmental framework • Relevant country-level sustainable development and environmental policies, strategies, and action plans • Project-related documentation (project document and logframe, implementation reports, terminal evaluations, terminal evaluation reviews, etc.), GEF and GEF Agency project databases • Government officials, Agency staff, donors, and civil society representatives • Country legal environmental framework • GEF-supported enabling activities and products (NCSA, NEAP, NAPA, national communications to UN conventions, etc.); SGP country strategy; government officials, Agency staff, donors, and civil society representatives 	<ul style="list-style-type: none"> • Desk review; GEF portfolio analysis by focal area, Agency, modality, and project status (national); selected key person interviews; stakeholder consultation (focus groups, individual interviews); literature review, timelines, etc.; meta-evaluation • Desk review, GEF portfolio analysis by focal area, Agency, modality, and project status (national) • Stakeholder consultation (focus groups, individual interviews) • Literature review, timelines etc. • Desk review; stakeholder consultation (focus groups, individual interviews)

Key question	Indicators/data	Source of information	Methodology
Are the GEF and its Agencies supporting environmental and sustainable development prioritization, country ownership, and the decision-making process in Tanzania? If so, how has this evolved over time?	<ul style="list-style-type: none"> • Level of GEF funding compared to other development assistance in the environmental sector and development activities • Cofinancing rate (from government, private sector, and/or civil society) • GEF support has Tanzanian ownership and is country based (i.e., project design and implementation by in-country national institutions) • Relevant national policies and strategic documents include set of priorities that reflect results and outcomes of relevant GEF support 	<ul style="list-style-type: none"> • Available databases (global such as World Bank, etc., and national, such as Ministry of Finance, Planning and Economy, ministries responsible for environment, etc.) • Project design and implementation documents, evaluation studies from other donors, government officials, Agency staff, donors, and civil society representatives • RAF/STAR documents, project-related documentation, country environmental legal framework 	<ul style="list-style-type: none"> • Desk reviews and meta-analysis for evaluating financing information to assess contributions of government, donors, private and civil society organizations • Desk review, stakeholder consultation (focus group discussions, individual interviews) • Literature review, timelines, historical causality, etc.
Is GEF support in Tanzania relevant to the objectives linked to the different global environmental benefits in the biodiversity, climate change, international waters, land degradation, and chemicals focal areas?	<ul style="list-style-type: none"> • GEF project outcomes and impacts in line with the Global Benefit Index (for biodiversity and climate change) and with other global indicators for GHGs, POPs, land degradation, and international waters • GEF support linked to meeting national commitments to conventions 	<ul style="list-style-type: none"> • National convention action plans and reference/links in RAF/STAR documents; global environmental benefits assessment • Project-related documentation (project document and log-frame, implementation reports, terminal evaluations, terminal evaluation reviews, etc.); GEF and Agency project databases; government officials, Agency staff, donors, and civil society representatives (including NGOs and academia); global environmental benefits assessment 	<ul style="list-style-type: none"> • Desk review, project field visits, project review protocols, literature review • GEF portfolio analysis by focal area, Agency, modality, and project status (national); stakeholder consultation (focus groups, individual interviews); literature review

Key question	Indicators/data	Source of information	Methodology
To what extent have GEF-supported activities also received support from the country and/or from other donors?	<ul style="list-style-type: none"> • GEF activities, country commitment, and project counterparts support GEF mandate and focal area programs and strategies (catalytic and replication, etc.) • Cofinancing amounts • National and regional budgets for environmental protection activities • Donor support to non-GEF-supported environmental activities • Level of funding from Tanzanian government for GEF projects and its trajectory over time 	<ul style="list-style-type: none"> • GEF Instrument, Council decisions, focal area programs and strategies • Project-related documentation (project document and log-frame, implementation reports, terminal evaluations, terminal evaluation reviews, etc.), GEF and Agency project databases, evaluation studies from other donors • GEF Secretariat staff and technical staff from GEF Agencies • Global environmental benefits assessment • Country environmental legal framework • National allocations for related projects (Ministry of Finance and Economy, ministry responsible for environment) 	<ul style="list-style-type: none"> • Desk review; GEF portfolio analysis by focal area, Agency, modality, and project status (national); meta-evaluation; individual interviews; literature review; timelines; historical causality; etc. • Government documents and interviews with officials
Are there trade-offs between the relevance of GEF support to Tanzania's national priorities versus relevance to global environmental benefits?	<ul style="list-style-type: none"> • Alignment of global environmental benefits to national sustainable development priorities (i.e., encouraging economic development/poverty reduction in a sustainable manner) • Contribution of GEF projects to support or integrate environmental objectives in larger development agendas • Alignment of international projects to meet local/regional sustainable development priorities and needs 	<ul style="list-style-type: none"> • Comparison of country context/national development strategies and global environmental benefits (through country context and global environmental benefits assessment) • Government officials, Agency staff, donors, civil society representatives • Project-related documentation, RAF/STAR strategy documents; government officials, Agency staff, donors, civil society representatives; country environmental legal framework • Government officials, Agency staff, donors, and civil society representatives 	<ul style="list-style-type: none"> • Desk review • Stakeholder consultation (focus groups, individual interviews, national workshop) • GEF portfolio analysis; stakeholder consultation (focus groups, individual interviews, national workshop); literature review, timelines, historical causality, etc. • Stakeholder consultation (focus groups, individual interviews, national workshop)

Key question	Indicators/data	Source of information	Methodology
Efficiency			
How much time, effort, and financial resources does it take to formulate and implement projects, by type of GEF support modality in Tanzania?	<ul style="list-style-type: none"> • Process indicators: processing timing (according to project cycle steps), preparation and implementation cost by modality, etc. • Financial spending timeline intact with plans • Plans adapted as necessary • Financial allocations used as scheduled • Project dropouts from project development facility and cancellations • GEF funding versus cofinancing 	<ul style="list-style-type: none"> • Project-related documentation (project documents and log-frame, implementation reports, terminal evaluations, terminal evaluation reviews, etc.), GEF and Agency project databases • GEF Secretariat and Agency staff and government officials, GEF focal point • National and local government officials, donors, NGOs, beneficiaries 	<ul style="list-style-type: none"> • Desk review, GEF portfolio analysis, timelines • Individual interviews, field visits, project review protocols
What role does M&E play in project adaptive management and overall efficiency? Are results based on defined tracking tools and M&E data?	<ul style="list-style-type: none"> • Use of M&E inputs to guide project toward achieving results • Consideration of lessons learned • Tracking tools used are correctly filled in • Project learning provides information for decisions for future projects, programs, policies, and portfolios 	<ul style="list-style-type: none"> • Project-related documentation especially progress reports, terminal evaluations, and terminal evaluation reviews • Project termination reports, policy makers/government officials, GEF Secretariat and Agency staff, project reports 	<ul style="list-style-type: none"> • Desk review, GEF portfolio analysis, interviews with GEF Agencies, GEF focal point • Desk review, interviews with GEF Agencies, GEF focal point
What are the roles, types of engagement, and coordination among different stakeholders in project implementation?	<ul style="list-style-type: none"> • Types of actors involved and levels of participation • Working relationships between partners/stakeholders • Roles and responsibilities of GEF actors defined • Capacity gaps defined • Coordination and exchange of information/knowledge/lessons between GEF projects • Existence of a national coordination mechanism for GEF support 	<ul style="list-style-type: none"> • Project-related documentation (implementation reports, terminal evaluations, terminal evaluation reviews, etc.) • Project-related documentation (implementation/progress reports), project staff, government officials, beneficiaries • GEF Secretariat staff and technical staff from GEF Agencies, GEF operational focal point staff 	<ul style="list-style-type: none"> • Meta-evaluation (review of other donor reports), desk review and portfolio analysis, stakeholder analysis • Interviews, field visits, institutional analysis

Key question	Indicators/data	Source of information	Methodology
Are there synergies for GEF project programming and implementation among GEF Agencies, national institutions, GEF projects, and other donor-supported projects and activities?	<ul style="list-style-type: none"> • Acknowledgment among GEF Agencies and institutions of each other's projects • Effective communication and technical support between GEF project Agencies and organizations and between national institutions 	<ul style="list-style-type: none"> • Project-related reviews (implementation reports, terminal evaluations, terminal evaluation reviews, etc.), evaluations from other donors • GEF Agency staff, national executing agencies (NGOs, other), project staff, national and local government officials, beneficiaries 	Desk review, interviews, field visits
How do the national budget procedures affect GEF project proposal preparation and funding?	<ul style="list-style-type: none"> • Timing of project cycles (national budget, GEF project cycle) • Budget allocations and alignment of GEF projects to carry out these activities 	<ul style="list-style-type: none"> • Government documents, government officials, project proponents • Government documents and data and information from officials 	<ul style="list-style-type: none"> • Document review, interviews
Is the necessary capacity available, created, and remaining within national institutions to more independently receive GEF support?	<ul style="list-style-type: none"> • Availability of skilled personnel capable of writing and implementing GEF projects • Effective communication and technical support between GEF project Agencies and organizations and between national institutions 	<ul style="list-style-type: none"> • Government documents, government officials, project proponents, evaluation studies from other donors • GEF Agency staff, national executing agencies (NGOs, other) project staff, national and local government officials, beneficiaries 	<ul style="list-style-type: none"> • Meta-evaluation • Desk review, interviews

NOTE: RAF = Resource Allocation Framework.

a. For the purpose of analysis, review of the key question concerning individual capacity and institutional strengthening has been split.

Annex D: Interviewees

D.1 Government of Tanzania

Elia Mndeme, Catchment Office

Ali A. Mwinyi, Department of Forestry, Manager, Biodiversity Conservation and Development

Sheha Idrissa Hamdan, Director, Department of Forestry

Inger Naess, DPG Development Partners, Counselor, Environment and Climate Change

Raymond Kilenga, Eastern Arc Mountains Endowment Fund, Program Officer

Pendo A. Malabeja (and eight colleagues), Transformation of the Rural PV Market project, UNDP; District Executive Director, Kwimba District

Mary Majule, Ministry of Agriculture, Food Security and Cooperatives, Environmental Management Unit

Mbogo Futakamba, Deputy Permanent Secretary, Ministry of Agriculture, Food Security and Cooperatives

Moses N. W. Mnzava, Ministry of Agriculture, Food Security and Cooperatives, Irrigation

Mshaghuley M. Ishika, Ministry of Agriculture, Food Security and Cooperatives, DRD

Zukheri Huddi, Ministry of Agriculture, Food Security and Cooperatives, Farming Implement on Conservation Agriculture

Jacob Mayala, Ministry of Energy and Minerals

Paul Kiwele, Ministry of Energy

Luciana Mshana, Ministry of Natural Resources and Tourism

Estells Mgalla, Assistant National Focal Point, Ministry of Water

Sylvester Matemu, Assistant Director, Water Resources (Transboundary), Ministry of Water

Fadhila Hatibu, National Environment Management Council, Ag Director, Environment Planning and Research

Rose Sallem Mtui, National Environment Management Council, ASCLME and WIOMPH Project Focal Point

Paulo Malaya, District Executive Director, Njombe Region

Eng. Msoffe, Rural Energy Agency

Hamdun Mansur, Manager, Environment Department of Research and Environment, Tanzania Electricity Supply Company

Emmanuel J. Mpeta, Director, Research and Applied Meteorology, Tanzania Meteorological Agency

Dr. Nkondola, Coordinator, GEF Activities in Tanzania, Vice President's Office

F. Kimambo, GEF Coordinator, Vice President's Office

Julius Ningu, National GEF Operational Focal Point, Vice President's Office

R.S. Muyungi, UNFCCC, Vice President's Office

George Kafumu, UNCCD, Sustainable Land Management, Vice President's Office

C.M. Shayo, UNFCCC, Climate Change, Vice President's Office

D.2 GEF Agencies

Jane Kibasa, Senior Environmental Specialist,
World Bank

Gemma Aliti, Program Associate, UNDP

Getrude Lyatuu, Practice Specialist—Environment,
UNDP

Nehemiah Murusuri, GEF SGP Manager, UNDP

Stella Zaarh, GEF SGP, UNDP

Mohamed F. Sessay, Senior Program Manager, UNEP

Emmanuel G. Micheal, National Project
Coordinator, UNIDO

Victor I. Akim, National Program Officer, UNIDO

D.3 Local Authorities, Civil Society Organizations, Academic Institutions

Dr. Ndomba, College of Engineering

Amoz Majule, Institute of Resource
Assessment—Tanzania

Catherine A. Masao, Institute of Resource
Assessment—Tanzania

F. Silangwa, Institute of Resource
Assessment—Tanzania

Madaka Tumbo, Institute of Resource
Assessment—Tanzania

Mark R. Mujwahuzi, Institute of Resource
Assessment—Tanzania

John Salehe, Director, Tanzania, African Wildlife
Conservation

Sixbert S. Mwanga, Tanzania, Country
Coordinator, Climate Action Network

Abdalla Shah, Head, Tanzania Office, IUCN

Lilian Masau, Wildlife Conservation Society of
Tanzania

Rose Kiyando, Wildlife Conservation Society of
Tanzania

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Annex E: Project Sites Visited

1	Mini-Grids Based on Small Hydropower Sources to Augment Rural Electrification	CC	FSP/ national	UNIDO	Tanzania	Develop micro/mini-hydropower-based minigrids in Tanzania to supplement country efforts to increase access to rural electrification and reduce GHG emissions resulting from use of traditional energy sources in rural Tanzania; micro/mini-hydropower will substitute GHG-intensive diesel generators in areas where there is no electricity
2	Marine and Coastal Environment Management Project (MACEMP)	MF	FSP/ national	World Bank	Coastal areas of Tanzania including Zanzibar	Improve sustainable management and use of Tanzania's exclusive economic zone, territorial seas, and coastal resources by developing an ecologically representative and institutionally and financially sustainable network of marine protected areas; build Tanzania's capacity to measure and manage transboundary fish stocks
3	Lake Victoria Environmental Management	IW	FSP/ regional	World Bank	Lake Victoria, North Western Tanzania	Rehabilitate lake ecosystem for the benefit of the people who live in the catchment, the national economies of which they are a part, and the global community
4	Conservation and Management of the Eastern Arc Mountain Forests	BD	FSP/ national	World Bank–UNDP	Eastern Tanzania	Bring about long-term sustainable implementation and financing of forest biodiversity conservation and community-based conservation and sustainable development activities in Tanzania's Eastern Arc Mountain Forests, which are a global biodiversity hotspot
6	Jozani Chwaka Bay National Park Development	BD	MSP/ national	UNDP	Zanzibar	Promote integrated conservation and development activities in the Jozani Chwaka conservation area, the single most important site for the conservation of Zanzibar's globally significant biodiversity; project's main thrust has been upgrading the status of the Jozani Chwaka forest reserve as a national park

No.	Project	Focal area	Modality/ scope	GEF Agency	Location	Objectives/activities
7	Transformation of the Rural Photovoltaics (PV) Market	CC	FSP/ national	UNDP	Around Lake Victoria	Reduce Tanzania's energy-related carbon dioxide emissions by introducing PV as a substitute for fossil fuel (kerosene and diesel) in rural areas remote from the electricity grid; improve people's livelihoods by improving their access to and the affordability of modern energy services
8	Management and Conservation of Mangrove Forest at Bumbwini-Mkoko-toni Bay, Zanzibar	CC	SGP	UNDP	Zanzibar	Facilitate management and conservation of mangrove forest in Zanzibar
9	Butterfly Farming around Amani Nature Reserve	BD	SGP	UNDP	Eastern Arc Mountains	Improve conservation of Amani Nature Reserve and community livelihoods through butterfly farming as an alternative income source and reduce dependency on forest products as a source of income
10	Climate Change Adaptation and Improvement of Livelihoods through Establishment of Rainwater Harvesting Dam in Nyashimo, Nassa, Magu District	CC	SGP	UNDP	Around Lake Victoria Basin	Improve livelihoods through establishment of rainwater harvesting dam in Nyashimo Nassa, Magu District

NOTE: BD = biodiversity; CC = climate change; IW = international waters; MF = multifocal.

Annex F: National Projects in the GEF Tanzania Portfolio

GEF ID	Title	Phase	GEF Agency	Modality	GEF grant (\$)	Cofinancing (\$)	Total (\$)
780	Development of Mnazi Bay Marine Park	GEF-2	UNDP	FSP	1,495,424	2,073,800	3,569,224
803	Jozani Chwaka Bay National Park Development	GEF-2	UNDP	MSP	747,500	845,050	1,592,550
1468	Add On – Consultations for the Second Report to CBD and CHM	GEF-2	UNDP	EA	38,950	22,000	60,950
1734	Development and Management of the Selous-Niassa Wildlife Corridor	GEF-3	UNDP	MSP	986,500	1,060,000	2,046,500
3428	SFM Extending the Coastal Forests Protected Area Subsystem	GEF-4	UNDP	FSP	3,550,000	7,022,167	10,572,167
3965	Strengthening the Protected Area Network in Southern Tanzania: Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity	GEF-4	UNDP	FSP	5,304,500	12,060,000	17,364,500
5034	Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania	GEF-5	UNDP	FSP	4,100,000	17,500,000	21,600,000
1170	Conservation and Management of the Eastern Arc Mountain Forests	GEF-2	WB-UNDP	FSP	12,000,000	33,300,000	45,300,000
3012	Support the Implementation of the National Biosafety Framework	GEF-3	UNEP	MSP	777,300	614,300	1,391,600
2151	Novel Forms of Livestock & Wildlife Integration Adjacent to Protected Areas in Africa	GEF-3	WB	MSP	880,000	1,256,000	2,136,000
4855	Kihansi Catchment Conservation and Management Project	GEF-5	WB	FSP	5,980,554	18,300,000	24,280,554
1491	Lalkisale Biodiversity Conservation Support Project	GEF-3	WB-IFC	MSP	450,000	410,000	860,000
Total biodiversity					36,310,728	94,463,317	130,774,045
4004	Mini-Grids Based on Small Hydropower Sources to Augment Rural Electrification	GEF-4	UNIDO	FSP	3,350,000	9,778,500	13,128,500
4873	Promotion of Promotion of Waste-to-Energy Applications in Agro-Industries	GEF-5	UNIDO	FSP	5,277,000	26,455,000	31,732,000
1196	Transformation of the Rural Photovoltaics (PV) Market	GEF-3	UNDP	FSP	2,250,000	4,734,071	6,984,071

GEF ID	Title	Phase	GEF Agency	Modality	GEF grant (\$)	Cofinancing (\$)	Total (\$)
2832	Mainstreaming Climate Change in Integrated Water Resources Management in Pangani River Basin	GEF-3	UNDP	MSP	1,000,000	1,574,875	2,574,875
4991	Strengthening Climate Information and Early Warning Systems in Tanzania to Support Climate Resilient Development and Adaptation to Climate Change	GEF-5	UNDP	FSP	4,000,000	19,790,000	23,790,000
182	Enabling Activities for the Preparation of Initial Communication Related to the UNFCCC	GEF-1	UNEP	EA	254,000	50,000	304,000
1996	National Adaptation Plan (NAPA) for United Republic of Tanzania	GEF-3	UNEP	EA	200,000	0	200,000
2195	Expedited Financing for (Interim) Measures for Capacity Building in Priority Areas (Phase II)	GEF-3	UNEP	EA	100,000	0	100,000
4141	Developing Core Capacity to Address Adaptation to Climate Change in Productive Coastal Zones	GEF-4	UNEP	FSP	3,356,300	67,828,498	71,184,798
2903	Tanzania Energy Development and Access Project (TEDAP)	GEF-3	WB	FSP	6,500,000	53,100,000	59,600,000
Total climate change					26,287,300	183,310,944	209,598,244
3391	SIP-Reducing Land Degradation on the Highlands of Kilimanjaro	GEF-4	UNDP	FSP	2,630,000	21,646,000	24,276,000
Total land degradation					2,630,000	21,646,000	24,276,000
1510	Enabling Activities to Facilitate Early Action on the Implementation of the Stockholm Convention on Persistent Organic Pollutants (POPs) in the United Republic of Tanzania	GEF-2	UNIDO	EA	498,000	0	498,000
5093	Enabling Activities to Review and Update the National Implementation Plan for the Stockholm Convention on Persistent Organic Pollutants (POPs)	GEF-5	UNIDO	EA	210,000	210,000	420,000
Total POPs					708,000	210,000	918,000
1949	National Capacity Needs Self-Assessment for Global Environmental Management (NCSA)	GEF-3	UNDP	EA	200,000	19,600	219,600
3000	Sustainable Management of the Miombo Woodland Resources of Western Tanzania	GEF-4	UNDP	FSP	2,745,000	13,766,666	16,511,666
2101	Marine and Coastal Environment Management Project (MACEMP)	GEF-3	WB	FSP	10,000,000	52,750,000	62,750,000
Total multifocal					12,945,000	66,536,266	79,481,266
Grand total					78,881,028	366,166,527	445,047,555

NOTE: WB = World Bank; EA = enabling activity.

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