



THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF NATURAL RESOURCES AND TOURISM



**BTC TANZANIA**



# KILORWEMP

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KILOMBERO AND LOWER RUFJI WETLANDS ECOSYSTEM MANAGEMENT PROJECT

## **ANNUAL RESULT REPORT 2014**

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**TANZANIA**

**FEBRUARY 2015**



DOCUMENT DATA	
Project	Kilombero and Lower Rufiji Wetlands Ecosystem Management Project
Project ID	TAN1102711
Document	Annual Result Report 2014
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Document version	DRAFT KILORWEMP_AR_2014 draft 3
Document date	January 2015
Document status	Internal
Document history	January 2015 – PIU draft
Disclaimer	This document was produced with the financial assistance of the European Union and Belgian Aid through the KILORWEMP Project. The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of any of the supporting organizations.

## Table of Contents

<b>ACRONYMS</b>	<b>5</b>
<b>1 INTRODUCTION</b>	<b>8</b>
<b>2 INTERVENTION AT A GLANCE</b>	<b>9</b>
2.1 INTERVENTION FORM	9
2.2 BUDGET EXECUTION	10
2.3 SELF-ASSESSMENT OF PERFORMANCE	11
2.3.1 <i>Relevance</i>	11
2.3.1 <i>Efficiency</i>	11
2.3.2 <i>Effectiveness</i>	12
2.3.3 <i>Potential sustainability</i>	13
2.4 CONCLUSIONS	14
<b>3 PROJECT MANAGEMENT</b>	<b>15</b>
3.1 MANAGEMENT IMPLICATIONS OF EU IMDA AGREEMENT	15
3.2 STATUS OF PROJECT MANAGEMENT	17
3.2.1 <i>Project team</i>	17
3.2.2 <i>Project systems and facilities</i>	19
3.2.3 <i>Project Governance</i>	22
<b>4 RESULTS MONITORING</b>	<b>24</b>
4.1 EVOLUTION OF THE CONTEXT	24
4.1.1 <i>Sector and institutional context</i>	24
4.1.2 <i>Target area context</i>	24
4.1.3 <i>Harmo context</i>	24
4.2 RESULT FRAMEWORK	28
4.3 PERFORMANCE OUTCOME (SPECIFIC OBJECTIVE)	29
4.3.1 <i>Progress of indicators</i>	30
4.3.2 <i>Assessment of assumptions</i>	31
4.3.3 <i>Potential Impact</i>	32
4.4 PERFORMANCE OF CHANGE PATHWAY	35
4.4.1 <i>Change pathway (1) – CBNRM</i>	36
4.4.2 <i>Change pathway (2) – CBNRM-related livelihoods</i>	50
4.4.3 <i>Change pathway (3) – Governance and harmonization</i>	58
4.5 TRANSVERSAL THEMES	79
4.5.1 <i>Gender</i>	79
4.5.2 <i>Social economy</i>	79
4.6 RISK MANAGEMENT	80
<b>5 STEERING AND LEARNING</b>	<b>85</b>
5.1 STRATEGIC RE-ORIENTATIONS	85
5.2 RECOMMENDATIONS	85
5.3 LESSONS LEARNED	85
<b>6 ANNEXES</b>	<b>86</b>
6.1 QUALITY CRITERIA	86
6.2 DECISIONS TAKEN BY THE STEERING COMMITTEE AND FOLLOW-UP	89
6.3 MORE RESULTS AT A GLANCE	91
6.4 “BUDGET VERSUS CURRENT (Y – M)” REPORT	92
6.5 COMMUNICATION RESOURCES	98
6.5.1 <i>List of technical reports produced</i>	98
6.5.2 <i>List of public consultative reports produced (PIU)</i>	98
6.5.3 <i>List of Internal consultative reports produced (PIU)</i>	98
6.5.4 <i>Status of project visibility plan</i>	99

**List of tables**

Table 1. Project budget status (in Euro) .....	10
Table 2. Budget performance by LGAs during 2014 (in TZS) .....	10
Table 3. BTC project staff - status. ....	17
Table 4. MNRT and LGA seconded staff - status. ....	18
Table 5. Tentative mapping of relevant interventions in KQRS. ....	25
Table 6. Technical planning of R#3 activities. ....	76

**List of Figures**

Figure 1. Project pillars to build CBNRM capacity .....	13
Figure 2. Agreements governing KILORWEMP. ....	15
Figure 3. KILORWEMP Budget structure.....	16
Figure 4. Accumulated Profit/Loss of business cases for KVTC scheme.....	56
Figure 5. Overall timeline and linkages of R#3 activities .....	67
Figure 6. Summary of preliminary data collection and checks for KGCA boundary 70	
Figure 7. Proposed work flow for KGCA consolidation .....	71
Figure 8: Focus of capacity needs/ priorities at different levels addressed through the CBODP. 73	
Figure 9. Overall structure of the CB plan.....	74
Figure 10. Options for scope of NGO support to capacity building.....	75

## Acronyms

ASDP	Agricultural Sector Development Program	DGO	District Game Officer
BDS	Business Development Services	DHRO	District Human Resources Officer
BKR	Beekeeping Reserve	DLNRED	District Lands Natural Resources and Environment Department
BLS	Baseline study	DNRO	District Natural Resource Officer
BLS	Baseline Study	DPLO	District Planning Officer
BMU	Beach Management Unit	DPT	District Project team
BRN	Big Results Now	DSC	Directorate for Sector Co-ordination
BTC	Belgian Development Agency	DSM	Dar es Salaam
BTC HQ	Belgian Development Agency Headquarters	DT	District Treasurer
BTC TZ	Belgian Development Agency Tanzania	DWE	District Water Engineer
CBFM	Community Based Forest Management	DWG	District Working Group
CBNRM	Community Based Natural Resource Management	EA	Execution Agreement
CBOs	Community Based Organizations	EU	European Union
CEPA	Communication, Education and Public Awareness	FBD	Forestry and Beekeeping Division
CFM	Collaborative Fisheries Management	FE	Final evaluation
CMT	Council Management Team	FR	Forest Reserves
COGEST	Co-management (BTC financial management system)	GCA	Game Controlled Area
CSO	Civil Society Organisation	GEF	Global Environmental Facility
DALDO	District Livestock Development Officer	GIS	Geographic information system
DANIDA	Danish International Development Agency	GoT	The Government of Tanzania
DBO	District Beekeeping Officer	GR	Game Reserve
DC	District Commissioner	ID	Impact driver
DC	District Council	IDCP	Indicative Development Cooperation Program
DCDO	District Community Development Officer	IGA	Income Generating Activity
DED	District Executive Director	IMDA	Indirect Management Delegation Agreement
DeNRM	Decentralized Natural Resources Management		Integrated Management Plan
DEO	District Education Officer	IMP	
DFO	District Forest Officer	IP	Inception phase
DFsO	District Fisheries Officer	IUCN	International Union for Conservation of Nature
DFT	District Facilitation Team	JFM	Joint Forest Management
		JLPC	Joint Local Partnership Committee
		JWM	Joint Wetlands Management
		KDC	Kilombero District Council

KGCA	Kilombero GCA	NR	Natural Resource
KVRS	Kilombero Valley Ramsar Site	NRM	Natural Resource Management
KVTC	Kilombero Valley Teak Company	NTFP	Non Timber Forestry Product
LF	Logical Framework	NWMS	National Wetlands Management Strategy
LNR	Land and natural resources	NWWG	National Wetlands Working Group
LUP	Land Use Plan / Land Use Planning	OCDP	Organizational capacity development plan
M & E	Monitoring and Evaluation	OD	Organizational development
MAFSC	Ministry of Agriculture Food Security and Cooperatives	PFM	Participatory Forest Management
MCS	Monitoring, Control and Surveillance	PLUM	Participatory Land Use Management
MEPE	Ministry of Planning and Economic Empowerment	PMO-RALG	Prime Minister's Office of Regional Administration and Local Government
MGCD	Ministry of Gender, Women and Child Development	PO	Project Officer
MH	Ministry of Health	PPP	Private Public Partnership
MLCA	Ministry of Law and Constitutional Affairs	PS	Permanent Secretary
MLF	Ministry of Livestock and Fisheries	PTT	Project Technical Team
MLHSD	Ministry of Lands and Human Settlements Development	RAS	Regional Administrative Secretary
MNRT	Ministry of Natural Resources and Tourism	RDC	Rufiji District Council
MOEVT	Ministry of Education and Vocational Training	REDD	Reducing Emissions from Deforestation and forest Degradation
MoF	Ministry of Finance	RNRA	Regional Natural Resource Advisor
MoL	Ministry of Livestock Development	RNRO	Regional Natural Resources Officer
MoU	Memorandum of Understanding	RNRO	Regional Natural Resources Officer
MOW	Ministry of Water	RUBADA	Rufiji Basin Development Authority
MTR	Mid Term Review	RUMAKI	Rufiji, Mafia and Kilwa
NAFCO	National Agriculture and Food Corporation	SACCOS	Savings and Credit Cooperative Society
NAWESCO	National Wetlands Steering Committee	SAGCOT	Southern Agricultural Growth Corridor of Tanzania
NEMC	National Environment Management Council	SGR	Selous Game Reserve
NGO	Non Governmental Organisation	SOW	Scope of Work
NMP	National Merchant Bank	SRESA	Strategic Regional Environmental Assessment
NORAD	Norwegian Agency for Development Cooperation	SWM	Sustainable wetland management
NP	National Park	SWMP	Sustainable Wetlands Management Project
NPWP	Negotiated Procedure without publication		

TA	Technical Assistance	VLUP	Village Land Use Plan
TANAPA	Tanzania National Parks	VNRC	Village Natural Resources Management
TANESCO	Tanzania Electric Supply Company	VPO	Vice President's Office
TAWA	Tanzania Wildlife Authority	VPO-DE	Vice President's Office - Department of the Environment
TFF	Technical and Financial File		
TFS	Tanzanian Forest Service	WBO	Water Basin Office
TRA	Tanzania Revenue Authority	WCST	Wildlife Conservation Society of Tanzania
UDC	Ulanga District Council		
UNP	Udzungwa National Park	WD	Wildlife Division
URT	United Republic of Tanzania	WDC	Ward Development Committee
USAID	United State Agency for International Development	WEO	Ward Executive Officer
VAT	Value added tax	WMAs	Wildlife Management Areas
VC	Village Council	WO	Ward Office
VEO	Village Executive Officer	WUA	Water Users Association
VFR	Village forest reserve	WWF	World Wide Fund for Nature
VICOBA	Village Community Bank		
VICOBA	Village Community Banks		

## 1 INTRODUCTION

This report provides an overview of the progress towards result during the year 2014, which is the second year of implementation of KILORWEMP. It includes:

1. An overall self assessment conducted by the PIU againsts the criteria of relevance, efficiency, effectiveness and sustainability.
2. A review of the status of project's systems and management.
3. A detailed review of progress against the project's result framework. This is broken down in three project components or result areas:
  - 3.1. R#1 - establishment of CBNRM systems;
  - 3.2. R#2 - CBNRM related livelihood;
  - 3.3. R#3 - landscape, governance and policy.
4. Updated risk analysis
5. Updated JLPC decision status

The report has the following appendices:

- Workplan 2015
- Capacity Building Plan (jointly with BTC Scholarship Project)



## 2 INTERVENTION AT A GLANCE

### 2.1 INTERVENTION FORM

Country	Tanzania
<b>PROJECT NAME</b>	Kilombero and Lower Rufiji Wetlands Ecosystem Management Project
<b>PROJECT CODE</b>	KILORWEMP / TAN 11 027 11
<b>INTERVENTION ZONE</b>	Districts of Kilombero, Rufiji and Ulanga
<b>BUDGET</b>	7.000.000 EUR (inclusive of EUR 3,000,000 EU cofinancing)
<b>PARTNER INSTITUTION</b>	Ministry of Natural Resources and Tourism (MNRT)
<b>DATE OF SPECIFIC AGREEMENT</b>	27/9/12 BEL-GoT EU-BTC
<b>PROJECT END</b>	29/10/17
<b>EXPIRY SPEC AGR</b>	28/9/18
<b>DURATION (MONTHS)</b>	72 (6 years)
<b>TARGET GROUPS</b>	<p>The direct beneficiaries are:</p> <ul style="list-style-type: none"> <li>• Wetland based resource users engaged in collective action for CBNRM are direct beneficiaries at community level. The benefits include better use of their resource base (result 1) and improved livelihoods including incomes (result 2). The exact number of direct beneficiaries will be estimated once the precise targets for CBNRM and livelihood development are set up after the participatory baseline assessment.</li> <li>• Village governments, ward executive offices, district councils, regional administrations and line ministries directly involved in the project are direct beneficiaries at institutional level (result 3). Their benefits include improved governance instruments, human and financial capacities.</li> <li>• Private commercial resource users (of great importance and impact in the project area) are direct beneficiaries whenever they will associate themselves to the project implementation in order to improve their management of resources and benefit surrounding communities.</li> </ul>
<b>GO</b>	To sustainably manage the wetlands Ecosystem of the Kilombero Valley and Lower Rufiji so that its ecological balance is conserved, the local communities' livelihoods are improved and economic development is sustained.
<b>SOs</b>	Strengthened capacities to implement the sustainable management policy and regulations to the Wetlands Ecosystem of the Kilombero Valley and Lower Rufiji, fostering sustainable livelihoods development and more effective natural resources governance within the decentralization framework.
<b>RESULTS</b>	<p>1 Key resource users (wildlife, forest, fisheries, land &amp; water) are organized to manage their resource base on wise principles within the framework of Community Based Natural Resource Management.</p> <p>2 Key resource users, transformers and traders (wildlife, forest, fisheries, grazing land, water etc) organized to derive sustainable economic benefits from wise resources management through access to markets and sound business management.</p> <p>3 Strengthened capacities of central, regional and local government structures to support and monitor the implementation of policies at local level and improved coordination between Natural Resource governance stakeholders at all relevant levels.</p>

## 2.2 BUDGET EXECUTION

The table below summarizes the financial status after two years of implementation. A full budget report is annexed. The over-expenditure under REGIE is explained by some under-estimation of operational expenses and increased vehicle running costs. The delayed signature of the EU-BTC agreement (see below) has hindered the rolling out of the revised and expanded workplan. The project has increased its implementation rate compared to the previous year.

**Table 1. Project budget status (in Euro)**

Fin. Mode	Total Budget	2014 Budget	ACTUAL EXPENDITURE START-DEC 13	ACTUAL EXPENDITURE 2014	Burn rate compared to annual budget	Total Burn rate to December 2014
REGIE	5,830,338	436,500	645,295	555,721	127%	21%
COGEST	973,400	237,000	61,896	188,158	79%	26%
<b>Total</b>	<b>6,803,738</b>	<b>673,500</b>	<b>707,191</b>	<b>743,880</b>	<b>110%</b>	<b>21%</b>

Performance under COGEST (LGA implementation) has been satisfactory and close to targets. The following table summarizes the budget performance by Districts for R#1 and R#2 during 2014.

**Table 2. Budget performance by LGAs during 2014 (in TZS)**

	Approved	Disbursed	Expenditure to December 2014	Burn rate
<b>Rufiji DC</b>	142,400,590	131,036,600	124,029,640	87 %
<b>Kilombero DC</b>	153,106,000	110,797,000	97,481,700	64 %
<b>Ulanga DC</b>	173,479,600	158,700,600	127,193,900	73 %
<b>Total</b>	<b>468,986,190</b>	<b>400,534,200</b>	<b>348,705,240</b>	<b>74 %</b>

## 2.3 SELF-ASSESSMENT OF PERFORMANCE

This section captures a self-assessment by the PIU against standard evaluation criteria after two years of implementation. The detailed scoring sheet is among the annexes.

### 2.3.1 Relevance

	Performance
Relevance	A

The overall policy framework remains unchanged and therefore the overall project design remains very relevant to its formal statements. We refer in particular to the policy framework for wildlife management, community based natural resource management (CBNRM), and wetland management. In addition, the project is expected to contribute to further policy development, and specifically to new regulations for wetlands and game controlled areas.

The project was not institutionally linked to the Vice President Office (VPO), which has become the lead line agency for wetlands based on the Environmental Management Act 2004. However, this was corrected by inviting VPO to be member of the JLPC. Nevertheless the interagency dialogue on the wetland regulations has remained tenuous and needs strengthening. The project advocated within MNRT a shared, concerted vision on the regulatory approach to wetlands rather than the existing parallel processes between VPO and MNRT. However, going beyond its sectorial jurisdiction is seen as difficult within MNRT. This remains an item of critical attention, in view of the lack of an effective policy framework to harmonise land and resource uses across multiple tenure systems and sectorial jurisdictions, as it is required in complex wetland sites such as the Kilombero Valley Ramsar Site (KVRS). The project intends to support the preparation of an Integrated Management Plan. Policy-level clarification on land use harmonization mechanisms, complex as this is, would be required for an IMP to be effective and sustainable and to find an institutional home.

The technical redesign of the R#3 component taking advantage of the EU co-financing has increased the relevance to the regional and national development processes, with specific regard to agriculture intensification in the KVRS. The project has internalised in the workplan the key recommendations addressed to MNRT within the SAGCOT Strategic Regional Environmental and Socio-economic Assessment<sup>1</sup>.

At field level, the project has maintained its expected focus on CBNRM systems and on the agreed target sites. The project's M&E framework appears coherent and adequate to the strategy. Some data collection needs to be beefed up.

### 2.3.1 Efficiency

	Performance
Efficiency	B

Key project systems are in place with the exception of financial management under the COGEST system: this has been under an internal project imprest system. As better elaborated below, after a protracted assessment phase, the project is pursuing a gradual mainstreaming of COGEST financial management via Execution Agreements with the three target LGAs. However, the resulting overall financial management system remains cumbersome, because it involves multiple parallel systems.

The project was audited in November 2014 by the Royal Court of Auditors of Belgium, without findings. The auditors recommended strengthening the cash management and advances systems to minimize risks.

Project Team, LGA teams' role and coordination systems are in place and functional. The team is being strengthened as identified in the updated plan.

The overall volume of work via LGAs was good during the year. Occasional delays were

<sup>1</sup> Government of Tanzania. Southern Agricultural Growth Corridor of Tanzania (SAGCOT). Strategic Regional Environmental and Social Assessment: Revised Draft Final Report. May 2013

experienced in execution and reporting. Causes include field conditions (the target area is mostly inaccessible during the rainy season and the flooding was at highest historical levels in 2014); and occasional delays in disbursements by the PIU, due sometime to quality of planning inputs received from the LGAs. Quality problems of technical and operational planning are compounded by the multi-sector nature of the project (forestry, land use, wildlife, fisheries): detailed technical guidelines and standards across a range of technical tasks are not available (the project will try and address some of these gaps through the proposed capacity building plan). The quality of outputs by LGAs by and large conforms to what they were planned for, although some physical reports were delayed.

The finalization of the co-funding agreement with the EU took almost one year longer than originally foreseen. This has hindered the rolling out of the R#3 workplans (regional activities of MNRT) and was a major drawback during the year.

The project faced significant difficulties in obtaining MNRT inputs to R#3 activities on par with the scope and timeframe of the workplan. This situation was further compounded by the delayed EU-BTC agreement, which did not allow establishing momentum in implementation under R#3. A key R#3 preparatory activity for KGCA planning was deferred by MNRT awaiting the availability of the full resources foreseen. The project is fully embedded and needs to work through WD management systems and constraints. These also include the fact that WD's technical teams are small and continuously multitasking across multiple assignments often off-site, thus with limited availability for project activities (especially planning and review). WD established a project Task Force to improve this situation. The Task Force met and instituted a very collaborative inception. The availability of continued and regular WD staff inputs remains a critical issue for management attention. Moreover, the implications for the project arising from WD's transition towards establishing TAWA, now ongoing, need better clarification.

### 2.3.2 Effectiveness

	Performance
Effectiveness	<b>A</b>

The project has been under implementation for two years. Given the lengthy processes typically of the NRM domain, it is early to meaningfully assess the project's effectiveness.

R#1 activities (CBNRM system establishment) have shown good field progress along the project's strategy. Early achievements were the issuing of Village Land Use Certificates to 22 villages and steady process on a number of WMA and CBFM sites. The final step of issuing user rights by MNRT needs attention, there are still examples of delays in the context and some of the project's target sites are approaching that stage and will be further test cases.

Progress under R#2 (CBNRM related livelihoods) has been limited, coherently with the fact that this depends on R#1 progress still under way. A noticeable exception is the completion of a feasibility study for a collaborative forestry scheme with a major private sector actor (Kilombero Valley Teak Company or KVTC). The feasibility study opens the opportunity of pursuing a new forest revenue stream for a number of villages. In addition, it can provide an institutional model to pursue the development of market-oriented institutional capacity within the target area with a potential reach beyond the scheme on KVTC land to Village Forest Reserves.

At the end of the year, the project conducted an internal roadmap review exercise for R#1 and R#2 to assess the feasibility of reaching intended results and scaling them up over a larger number of target sites. The expected results, as defined within the project's sphere of control, appear overall feasible especially with regard to R#1. Uncertainty sometime still surrounds the pathways towards livelihood outcomes, because getting CBNRM to produce economic benefits is new in the area and LGAs are unfamiliar with tangible systems and approaches to achieve that. The project's capacity building plan will attempt to address this.

The geographical scaling up of CBNRM sites (i.e., adding new CBFM, BMU and WMA sites) appears unlikely within the existing resources (the EU co-funding has been mostly directed to landscape level activities, not CBNRM).

It is also noted that as of July 2015 GoT will increase its per diem rates by a 30-50%

measure (they had been static for a long time). Per diem costs constitute a major component of the work executed through MNRT and LGAs. Our indicative estimate is that they may cause a rise of 20-30% of transaction costs. This in turn will affect the outreach and scaling up potential of the project.

Progress under R#3 has been very limited, due to the funding and implementation factors mentioned above. The original timeframe of the project, at least for R#3, appears less realistic as a consequence.

The project reached an agreement within BTC whereby additional resources (ca. 450,000 euro) will be channeled from a separate project (Scholarship Project) to strengthen the KILORWEMP's beneficiary institutions by delivering a concerted capacity building plan well integrated with the KILORWEMP's strategy. This agreement was sanctioned by that project's JLPC. This will increase very significantly the project's reach and effectiveness.

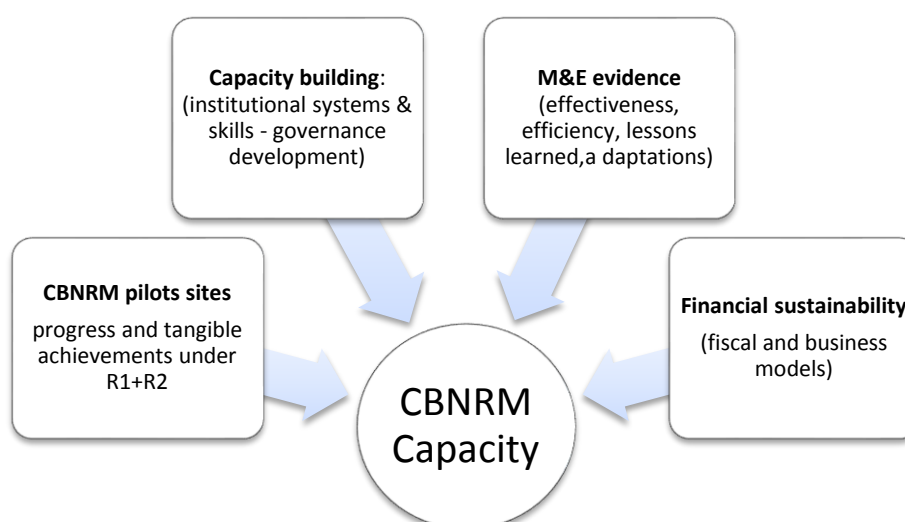
### 2.3.3 Potential sustainability

	Performance
Potential sustainability	B

The sustainability of project's results cannot be assessed outside the sector context. The project wants to strengthen wetland management capacities via CBNRM as per the national policy framework. After 25 years of implementation, CBNRM in Tanzania remains mostly donor-dependent. Transaction costs are high; revenue streams are limited with some significant exceptions. Room for growth of revenues and efficiency and effectiveness of the systems exist. LGAs lack a fiscal basis to secure the sustainability of their own NRM services. Key sustainability factors fall within the realm of governance and accountability. A thorough review of these is beyond the scope of this report<sup>2</sup>; suffice here to say that progressive and resistant forces play out and are driving change in the Tanzanian society.

The project pursues an explicit approach towards increased sustainability for CBNRM. This is reflected in the project's Theory of Change and illustrated concisely in the figure below.

**Figure 1. Project pillars to build CBNRM capacity**



Progress is under way at the pilot sites and at M&E/review level. A structured capacity building support has been designed and will be rolled out through the additional financing from the parallel BTC project as mentioned. An innovative business model for CBFM has been identified and is proposed for appraisal and possible investment. The fiscal sustainability of CBNRM services at LGA level will need attention via an ad-hoc appraisal, as a vision for that seems lacking with the beneficiary LGAs.

In addition, the partnership with the National Forestry and Beekeeping Programme II of MNRT/Finnish MFA provides the opportunity for certain project results (timber harvesting

<sup>2</sup> refer to discussion in inception report, February 2014

plan methodology and appraisal) to have wider applicability.



The project is by and large embedded and mainstreamed within the relevant public sector authorities. Ad-hoc structures are avoided. The project needs to strengthen its engagement with stakeholders and plans are in place for that.

Communities' ownership of the field level interventions presents a mixed picture. There are examples of tangible and constructive initiatives at grassroots level. For example, the Iluma CBO Executives are vocal and active. Field level consultations with village executives around CBFM sites and the KVTC scheme conveyed strong support. Nevertheless the opinions and viewpoints across especially the KVRS remain varied and fraught with open or latent conflicts, particularly with regard to land access. The project remains clearly anchored within the visions and agendas of counterpart institutions. It reflects therefore their approach to participation. WD shows commitment to pursue the consolidation of the KGCA with a participatory approach and through clear public agreements at village level. The forthcoming elections may add to existing tensions. The project's plans under R#3 foresee the rolling out of new activities in support to local dialogue and participation, mediated also by other actors than LGA or MNRT.

The Kilombero Valley is becoming a crowded space, not only for competing demands over land and water, but also for a multiplication of donor funded projects. A few large projects are coming into place in the NRM/environment sector. Coordination is weak or not existent. The absorption capacity of LGAs and other service providers may become stretched. This may also have impacts on public perceptions over local planning processes.

## 2.4 CONCLUSIONS

The project is making progress towards its outputs. It operates within a domain of known structural deficiencies and of frequent slow progress. The project's strategy acknowledges this and appears to us as reasonably structured and adaptive, although in certain instances potentially ambitious. Resources have been strongly expanded. Result #3 activities have had a major delay due to protracted co-funding negotiations, which are now concluded. The context remains complex and contains conflicts. Internal and external factors of efficiency and sustainability are highlighted for management attention.

<p><i>National execution official</i></p>  <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <p><b>Peltage F. Kauzeni</b> National Project Coordinator</p>	<p><i>BTC execution official</i></p>  <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <p><b>Giuseppe Daconto</b> International Technical Assistant / Project Co-Manager</p>
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Dar es Salaam, February 2015.



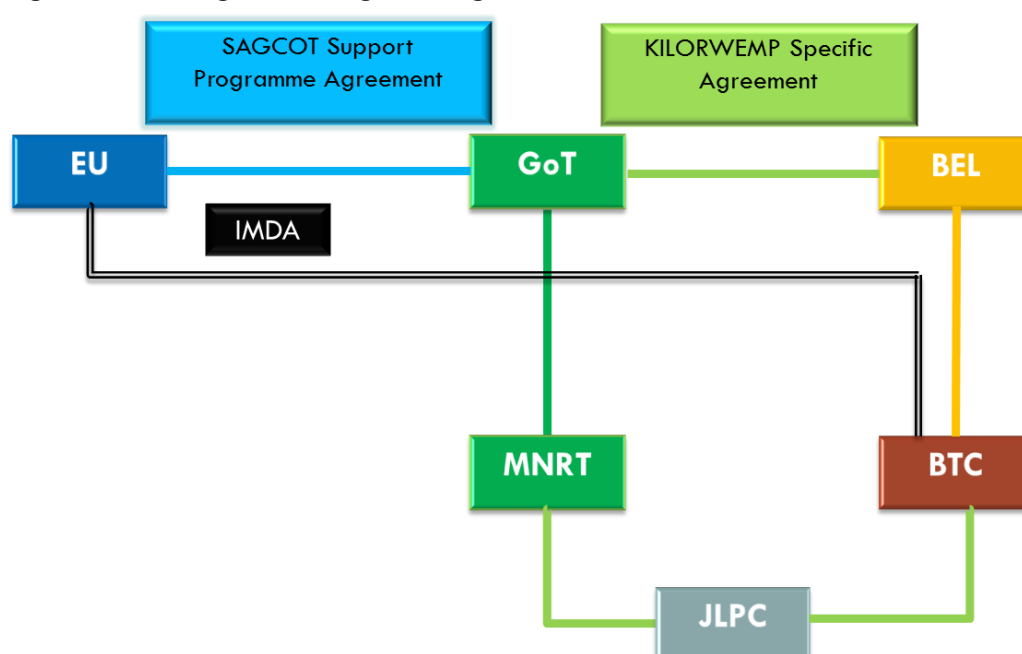
### 3 PROJECT MANAGEMENT

This section provides an overview of the status and main issues concerning the management of the project.

#### 3.1 Management implications of EU IMDA agreement

The EU and BTC reached agreement on the co-financing of the action in December 2014. The EU co-funds KILORWEMP as part of their support programme to GoT for the Southern Agriculture Growth Corridor of Tanzania (SAGCOT). EUD signed with the Tanzanian Ministry of Finance an agreement for the said programme in August 2014. That agreement foresees the support to the environmental dimension of SAGCOT via the existing Belgian funded KILORWEMP. Therefore the EU did not enter into a project specific agreement with GoT for KILORWEMP, but in an Indirect Management Delegated Agreement (IMDA) with BTC. The figure below summarises the governing agreements.

**Figure 2. Agreements governing KILORWEMP.**



The implementation of the co-financed project had to bridge two different expectations/systems:

1. Under the BTC system (TFF design), the project is implemented under and with direct execution role of the counterparts, whereby the project funds (COGEST budget) particularly logistic and travel costs of the MNRT and LGA staff, plus events. BTC staff is also in direct execution support to counterparts. There is a joint responsibility towards execution and results.
2. Under the General Conditions of the EU IMDA, BTC is meant to play the role of contracting authority, fully responsible for the achievement of results. It can sub-delegate activities, but only under strict conditions which make formal sub-delegation to MNRT and LGAs not possible. It is expected to deliver the project by and large via procurement. However, a direct complementary execution role is also possible.

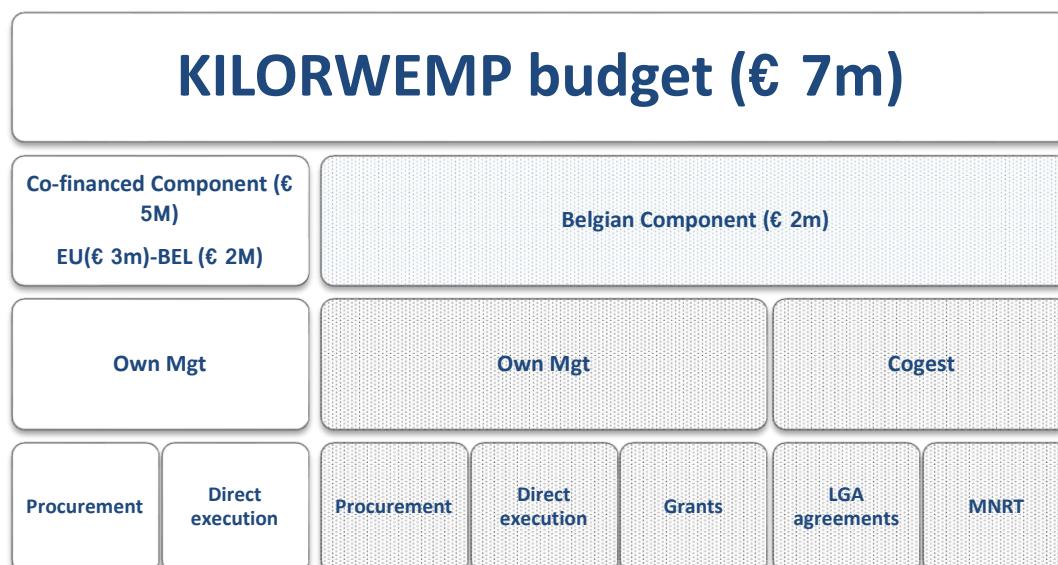
The contract EU-BTC provides a framework to compromise between the two different logics and systems. In short:

- A portion of the budget ("Belgian component") will be managed through the BTC system, including COGEST (as per TFF) and possibly grants or execution agreements.
- The "Cofinanced component" of the budget needs to comply with EU's General Conditions, whereby BTC will administer resources under REGIE to (a) Procure

services, supplies and works (b) Execute directly via own staff and with inputs from MNRT and LGAs (including payment of their staff's travel costs).

The responsibility towards results has been articulated in the project's result framework clearly delineating results within the project's sphere of control and result's within the project's sphere of influence.

**Figure 3. KILORWEMP Budget structure**



Beside the formal administrative conditionalities, the project needs to increase effectiveness and efficiency due the extended scope of work. Project management, needs to realistically consider the absorption and delivery capacity by the counterparts and employ a capacity building support perspective. This is not expected to limit the partner's roles (MNRT and LGA) but rather opens up opportunities unavailable under the original BEL project. The following key adaptations were identified, proposed and endorsed by the JLPC:

- PIU will be strengthened with few additional hired staff (1 accountant and 1 M&E officer) plus through mobilization of LT/MT TA inputs via a service provider. With regard to contracted out inputs the PIU will maintain the role of coordination of all the activities; management of service contracts (BTC will be the contract holder – REGIE system); preparation and monitoring of sub-grants (under BEL budget); coordination of MNRT inputs via Task Force; Convener of stakeholder processes via MNRT/RAS.
- MNRT (WD): is statutorily in charge of the planning process for KGCA etc (however, the regulatory framework for IMP not yet existing and there is no clear sense of direction for the required inter-sector coordination). MNRT will deliver its own lead execution role via the established Task Force (see below).

Contracted service providers will include:

- Single contract with consulting firm for TA inputs for Activities A0302/03/04/08/09/10 inclusive of phased components and framework contract component for short term TA inputs to extend capacity of PIU to support MNRT and LGAs in planning processes.
- Contract with research/academic institution for delivery of Activity A0305 (research)
- Contract to NGOs to deliver Activities A0307 + A0206 (Vicobas, governance strengthening)

No change in foreseen in project cycle management:, i.e., no separate planning/reporting towards the EU. However, the EU is not full member of JLPC; certain financial & operational revisions of co-financed component need to be approved by EU after JLPC decision.



## 3.2 Status of project management

Project team and systems are well established. Progress achieved and key issues arising are summarized below.

### 3.2.1 Project team

The project team has remained mostly stable and committed. The following changes affected the project team:

The hiring and subsequent loss of two admin support staff (Admin Assistant and Accountant) at PIU level. The project is recruiting against the two positions. In addition a 3rd District Accountant is being hired for Ulanga District to rationalize the team effort.

An M&E Officer by BTC was hired to assist the PIU.

WD seconded another staff part time to the PIU to strengthen support to the MNRT Task Force (TF) and supporting continuity of the project success.

The BTC Junior Assistant mobilized by BTC to assist the PIU in M&E (with budgetary resources supplementary to the KILORWEMP budget, part of the BTC's Juniors Programme). The JA completed her one year assignment with a limited extension. A second JA has since been mobilized.

**Table 3. BTC project staff - status.**

NAME	SURNAME	TITLE	START DATE	CONTRACT ENDS	EARLY TERMINATION
<b>Giuseppe</b>	Daconto	International Technical Assistant / Co-Manager	04/11/2012	17/04/2017	
<b>Fiona</b>	Ghumpi	Financial Controller	17/12/2012	16/12/2016	
<b>Galluce</b>	Patrice	Accountant – Ifakara	01/03/2013	28/02/2015	
<b>Zakiya</b>	Aloyce	National Technical Assistant, Ifakara	01/03/2013	28/02/2016	
<b>Ainesa</b>	Kinjofu	Accountant - Rufiji	01/04/2013	30/03/2015	
<b>Danny</b>	Hosea	Driver – PIU	01/04/2013		
<b>Adam</b>	Kijazi	National Technical Assistant, Rufiji	01/05/2013	4/31/2016	
<b>James</b>	Nshare	National Technical Advisor – Ulanga	05/07/2013	04/07/2015	
<b>Heleen</b>	Haven	Junior Assistant	21/10/2013		15/12/2014
<b>Liberia</b>	Benedict	Administrative Assistant	15/02/2014		03/08/2014
<b>Edesya</b>	Wilson	PIU Accountant	01/10/2014		16/01/2015
<b>Isaack</b>	Michael	M&E Officer	01/12/2014	30/11/2015	
<b>Sebastian</b>	Van Hoeck	Junior Assistant	10/01/2015	09/01/2016	
<b>Aurencia</b>	Pemba	Office Assistant	15/01/2015	14/01/2017	

**Table 4. MNRT and LGA seconded staff - status.**

NAME	SURNAME	TITLE	EMPLOYER	START DATE
<b>Pelage</b>	Kauzeni	National Project Coordinator	MNRT	03/12/2012
<b>Hassani</b>	Namkeleja	MNRT Monitoring Support Officer	MNRT	01/12/2014
<b>Julius</b>	Masangula	District Project Coordinator, Ifakara	Ifakara DC	15/03/2013
<b>Emmanuel H</b>	Msuya	District Project Coordinator, Rufiji	Rufiji DC	20/04/2013
<b>Ollokule</b>	Mungaya	District Project Coordinator, Ulanga	Ulanga DC	15/03/2013
<b>Sufiani</b>	Ngosha	Driver	Ifakara DC	
<b>Siasa</b>	Msumi	Driver	Rufiji DC	
<b>Deogratias</b>	Mlolere	Driver	Ulanga DC	

### 3.2.2 Project systems and facilities

The status of project management systems and facilities is summarized in the following table:

Item	Status	Requirements
<b>Project Implementation Manual</b>	<p>In use. Procedures have been strengthened in the course of the year with regard to management of imprest.</p> <p>BTC has introduced a new general Administrative and Financial Management Manual whose adoption and mainstreaming has not been completed across RESTAN and may entail changes in the PIM.</p> <p>Clarification of procurement procedures under cogest (i.e., via MNRT) although of partial relevance to the project, has not been achieved due to weak internal communications.</p>	<p>Clarify status of PIM versus new BTC AFM</p> <p>PIM requires updating of sections pertaining to travel expenses (new rates of government perdiems); vehicle monitoring (strengthening and introduction of car tracking system).</p>
<b>Financial Management</b>	<p>An audit was performed by the Belgian Court of Accounts in November 2014 as part of their regular audit of BTC operations. The audit report was released without findings. It included recommendations to strengthen the internal controls of cash and advances.</p> <p>BTC RESTAN is pursuing the introduction of electronic payments (phone and internet banking) to strengthen internal controls, enhancing safety and accelerating financial transactions.</p> <p>BTC signed a delegated cooperation agreement with the EU in December 2014 after a preparatory process which lasted 30 months.</p> <p>A budget revision was prepared and eventually enacted after the signing of the agreement with the EU. This among other things entails the shift of some resources from COGEST to Regie which is expected to increase efficiency of execution.</p> <p>The project procurement pipeline for the regional/landscape tasks under the extended scope of work was delayed in the fall of 2014.</p> <p>The project reached an internal agreement with the parallel BTC Scholarship project for the funding by the latter of about 70% of the capacity building plan developed by KIORWEMP for own beneficiary institutions, for a total indicative budget of 430,000 euro ca. The execution foresees that these additional resources will be channeled through the KILORWEMP financial and project management system (including KILORWEMP's lead role in procurement of services) and then reconciled with the BTC Scholarship systems.</p>	<p>Complete appraisal of feasibility of electronic transactions (phone and internet) and roll-out.</p> <p>The signing of LGA agreements and the introduction of electronic payments multiply the accounts through which the project operates (regie/bank; regie/phone banking; cogest/LGA; cogest/imprest; cogest/phone banking, all across 3 Districts/units). The internal controls and planning and reconciliation requirements of such a system need to be carefully appraised.</p> <p>Service procurement pipeline needs to be expedited in Q1 2015.</p>

<b>Agreements with LGAs</b>	<p>The project presented the findings of its assessment of the District's financial management systems to JLPC-2 in February 2014. The JLPC recommended the project to continue with the existing imprest system for the COGEST funds until the next JLPC meeting, as well as to consult with the Chief Auditor and Chief Accountant of MNRT to confirm the suitable system to be used with LGAs. These consultations and further internal reviews by BTC and the PIU have led to the proposal to undertake a gradual mainstreaming of the COGEST resources into the LGA system over a period of 12 months. During such period the project would still continue using the existing imprest system in parallel and would gradually switch to the mainstream system based on the performance of the LGA systems. The PIU has therefore prepared draft agreements consistently with this position, which were revised with LGAs and are being submitted for signature. These agreements consist of:</p> <ul style="list-style-type: none"> <li>• A Protocol Agreement which confirms operationally the roles and responsibilities of BTC and the Districts with regard to planning, reporting and controls. These roles are consistent with and update those foreseen in the TFF.</li> <li>• An Execution Agreement (EA), which is formulated within the framework of the provisions of the Protocol Agreement and includes specific budgets and activity plans for execution in a time bound fashion. The EAs will be renewed along with the project planning cycle.</li> </ul>	<p>The system needs to be rolled out and tested. A few efficiency/effectiveness concerns need to be validated with testing.</p>
<b>Planning and reporting system</b>	<p>The PIU jointly with the DPTs has continued to fine tune the project planning and reporting systems and to provide feedback and support to the DPTs to strengthen the quality of planning and reporting. Planning and reporting are in place but delays are still experienced. Critical delays concern the preparation of quality quarterly plans, which have occasionally triggered delayed fund transmission by the PIU, leading in turn to delayed field execution.</p> <p>The team underwent a multiannual roadmap exercise at the end of the year, to identify indicative long term plans and budgets against project results, to the project end. The exercise is meant to clarify and expedite planning.</p> <p>PIU has been strengthened with the hiring of an M&amp;E Officer and the mobilization of a WD M&amp;E Support Officer.</p> <p>Planning of the MNRT regional component and execution of early activities have been very slow. A Task Force was established which showed a strong participation and focus. On the other hand the unavoidable multi-tasking of MNRT staff and the internal management systems are expected to remain</p>	<p>The following areas need continued attention for increased effectiveness:</p> <ul style="list-style-type: none"> <li>- PIU speed of review of planning and reporting</li> <li>- DPT's facilitation skills and critical review of District plans</li> <li>- MNRT TF frequency of meeting, leadership, coordination mechanisms and time availability of WD M&amp;E Support Officer</li> </ul>

challenging factors in ensuring continuity.		
<b>Premises facilities / assets</b>	<p>/ The roof of the PIU office was refurbished due to damages/leaks. The space available to the PIU in view of growth of team and workload is inadequate. The issue has been raised with WD, yet still awaits solution amidst multiple constraints.</p> <p>A new toilet was built in Rufiji District.</p> <p>Internet broadband connectivity via satellite was established in Ulanga. The same in Ifakara has not been achieved due to delays with the single provider of fiber connection.</p> <p>4 project vehicles are in use plus an old vehicle for PIU use which presents recurrent problems.</p> <p>3 motorbikes were procured for DPTs and an additional one will be procured for the PIU.</p>	<p>PIU office space needs to be expanded by WD.</p> <p>A base at Morogoro for regional activities is also required and the matter has been raised with RAS.</p> <p>All offices require a range of improvements in equipment which will be pursued in the coming year.</p> <p>The project will build a small office in Ulanga for use by the project team and close associates (Wildlife officers). The construction is to be co-funded by UDC.</p> <p>Two additional vehicles will be procured for regional-level activities.</p> <p>Car running costs remain very high and need to be monitored closely. The project shall introduce a car tracking system.</p>
<b>Information and Knowledge Management System</b>	<p>Dropbox system is in use as repository of the various electronic documents relevant to KILORWEMP.</p>	<p>Now that better connectivity is being achieved with local offices and also the MNRT TF has been established, the project will appraise and pursue the establishment of a cloud based team platform.</p> <p>The establishment of the excepted and required GIS will now be pursued with the rolling out of landscape tasks.</p>

### 3.2.3 Project Governance

Key facts of project team work, counterparts and stakeholders engagement are summarised below:

Structures	Progress during the reporting period
<b>JLPC</b>	Met twice: JLPC-2 (March 2014) to approve Inception Report (inclusive of revised logical framework and expanded overall workplan due to EU-Co-financing); approve annual workplans; review financial modalities; review progress; JLPC-3 (September 2014): review progress and approve budget revision.
<b>PIU</b>	Weekly planning meetings held regularly. Strengthened with creation of posts of M&E Officer and PIU accountant.  Within the PIU, the NPC performs his duties as being the GoT counterpart official in charge of the project. He coordinates communications and processes with the DPCs and through them with the LGAs. He is also the coordination hub for interactions with Regional government and within WD and MNRT; moreover he coordinates the MNRT project specific task force established to implement the regional and policy-level tasks.
<b>PTT</b>	Met four times to review progress, systems and plans.
<b>MNRT Task Force</b>	Has been established officially by WD (see TOR below); it has taken a while to achieve regular and effective functioning. Staff availability and presence coordination were mostly a major challenge in 2014, with the project unable to have meaningful continuity in processes.  A team workshop was held in April 2014 to review the modalities and operational requirements of the agreement BTC-EUD, involving senior WD staff.  An inaugural meeting of the TF was eventually convened in October 2014 which effectively kick started more structured discussions and planning.
<b>DFTs</b>	Engaged through district level field operations and execution/quarterly planning and activity reporting.  Engaged in capacity building and training needs assessment exercise through local workshops in each District.  Engaged in annual planning workshops in December 2014.
<b>DNRAB Kilombero and Ulanga</b>	Two joint KDC/UDC meetings of their District Natural Resources Advisory Boards were convened to discuss Iluma WMA issues and explain to all board members the role of the DNRAB in supporting the WMA in KDC and UDC.
<b>BTC Internal</b>	A mission was fielded by BTC in May 2014 to (1) review the PIU procurement systems under Regie; (2) advise on the pipeline of procurement and subgrants under EU cofinancing.  A second mission <sup>3</sup> in October 2014 supported the review of landscape level plans with the MNRT TF and provided a HQ review of the project's progress overall.  A specific coordination process was established between the PIU and the PIU of the Scholarship project to enable the development of a joint capacity building plan targeting KILORWEMP's counterpart and beneficiary institutions (see below).

<sup>3</sup> BACKSTOPPING REPORT. KILORWEMP TANZANIA. NAVISION CODE : 11 027 11. SJOERD BAKKER. 23/09/14 - 3/10/14.

### Box 1. Role and composition of MNRT Project Task Force

The members of the Task Force (TF) will perform roles which are entirely within their respective and normal duties. The appointment of the TF is a way of establishing individual lines of communication and responsibility to increase the efficiency of the project execution. In particular, the members will be responsible for providing to the project the inputs and advice required from their respective units. They will also be responsible for providing technical review inputs to project reports and plans ahead of their submission to the JLPC, to ensure an effective preparation of JLPC meetings. More specifically, the TF members will be responsible for:

- Participating in the Project Technical Team meetings and in other ad-hoc project meetings and workshops, as and when required, to provide technical inputs to project planning and monitoring
- To take the lead in the delivery of inputs to the execution of project tasks foreseen in the project workplan, whenever inputs are expected from the respective MNRT units. This includes the detailed planning, execution, monitoring and reporting of tasks.
- To provide inputs to overall project planning and monitoring (e.g., comments on TOR, workplans, progress reports, technical reports, subcontractor planning and monitoring, etc.).
- (for the Project Coordination TF member) Facilitating the administrative tasks requiring internal WD processes (e.g., VAT exemptions, procurement actions, etc.)

The communications within the TF will be coordinated by the KILORWEMP NPC.

The following project activities will attract the core attention by this TF:

- CBNRM (WMA, CBFM) establishment and steps (inputs from WD)
- Policy review
- Kilombero Valley Integrated Management Plan (IMP) preparation
- KGCA Management Plan preparation
- Capacity building
- Project M&E

#### Members of the Task Force:

- KILORWEMP PIU: NPC (Chair) and ITA
- WD/ CBC: Cassian Mahundi
- WD/ Project Coord: Hassan Namkeleja
- WD/PAs: Omar Kitwara
- WD/Wetlands: Lotha Sadiki
- WD/KGCA: Project Manager (Audax Mwendabantu)
- MNRT/ Legal (Rweyemamu or Stephan)
- RAS Morogoro: RNRO (Chuwa)

## 4 RESULTS MONITORING

### 4.1 EVOLUTION OF THE CONTEXT

#### 4.1.1 Sector and institutional context

MNRT has been affected by a major leadership changes during the reporting period, including the turn-over of the Minister at the very beginning of 2014 and of the WD Director. The latter position has gone through a protracted phase of significant uncertainty. The Permanent Secretary experienced a turn over at the end of the year. The combined transitions have had major influence on the focus of the Division and therefore on the availability of and support by senior officials for project related issues.

MNRT is making progress in the process of establishing the Tanzania Wildlife Authority (TAWA) as a parastatal body. TAWA was formally established as from July 2014 and is to be based in Morogoro. Clarification required for future on the roles sharing between TAWA and WD over Community Based Conservation. i.e., WMAs; as well as the anchorage of donor funded projects such as KILORWEMP.

#### 4.1.2 Target area context

The expected take-off of agriculture and infrastructure development actions within the target area has not yet happened through a sustained momentum and the concerted manner required. On the other hand multiple ongoing processes of land use change are taking place in the Kilombero Valley, especially as promoted by small and medium investments. Information exchange appears fragmentary and MNRT's engagement in BRN is ad-hoc more than structural.

The conditions of the project's target area makes project execution a markedly seasonal process, with most of the target area being inaccessible during the rainy season, causing a significant pause in field execution. The rainy season is intended to be devoted mostly to capacity building activities at District and team levels. This year the rainy season has been exceptionally wet making large swaths of the area inaccessible for an extended period, including an interruption of connection between Ulanga and Ifakara in February

#### 4.1.3 Harmo context

The platform for information exchange on interventions in the Kilombero Valley proposed by the Development Partners Group on Environment in June 2013 has not yet taken off. Information sharing on the same domain remains ad-hoc. Donor funded projects are proliferating in the target area and project domains. The following table attempts at providing a still partial snapshot.

The project has established a close and hands-on cooperation with the Finnish MFA-funded project "National Forestry and Beekeeping Project II" via a Memorandum of Understanding. The MoU has paved the way for the joint financing of a specific forestry related task (feasibility study of a forestry scheme on private land for community benefit) identified by the project along with the private partner and landholder (Kilombero Valley Teak Company). The partnership enables our de-facto multi-sector project to align more closely its task in the domain with the national effort and framework to strengthen participatory forest management. Outcomes from the tasks would more easily be scaled up nationally (details covered below).



**Table 5. Tentative mapping of relevant interventions in KVRs.**

Project Name	Donor	GoT anchor	Executant	Scope	Relevance to KILORWEMP/ MNRT/KVRS	Timeframe/ Status	Budget	Synergy with KILORWEMP
<b>Support to SAGCOT</b>	WB	BRN/SAGCOT	GoT	3 Components: Strengthening of SAGCOT Support Institutions; Strengthening Smallholder-Business Linkages ; Project Management and Evaluation	Regional development Environmental Management Framework for SAGCOT investments	In pipeline at WB	92M USD	Appraisal produced Strategic Regional Environmental Assessment which recommends MNRT roles in SAGCOT planning framework, elements of which absorbed in KILORWEMP workplan (R#3)
<b>Technical Assistance to Support the Development of Irrigation and Rural Roads Infrastructure Project (IRRIP2) (part of the Feed the Future)</b>	USAID	M. Agr. M Water Resources	CDM International, Inc. (CDM Smith)	Feasibility study of four irrigation schemes in the Kilombero Valley - net area of approximately 26,400 ha	Irrigation development Environmental Flow Assessment	ongoing		Some data exchange
<b>Promoting Tanzania's Environment, Conservation and Tourism Activity (PROTECT)</b>	USAID		Contractor to be appointed	Policy, research and advocacy, institutional strengthening, nature-based economic strengthening and diversification and combat wildlife poaching and trafficking.	KVRS is one of target landscapes	In tender	? (very large)	
<b>IWRM project</b>	USAID		Contractor	Water resource management	IWRM	In pipeline		
<b>Land tenure project</b>	USAID			Activity 1 – Technical Assistance to Facilitate Negotiation and Structuring of Land Investments within	Land tenure and conflicts in Kilombero Valley	In pipeline		

				Kilombero Valley. Activity 2 – Systematic Regularization of Land Rights (CCROs) and Development of Village and District Level Land Registries				
?	German Ministry of Environment	?	University of Bonn	Establishment of ecological/ environmental research plan esp on agro ecosystems in KVRs.	Evidence of impact of change in farming systems wetland ecosystem. Establishment of ecological monitoring system in landscape	2015-2017		
<b>Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN-Africa)</b>	Dutch DGIS	?	IUCN (lead) African Wildlife Foundation	integrate water, land and ecosystem management into investment strategies in formal or informal growth corridors	Kilombero Valley is one of the two target areas	2015-2020	8M EUR	POTENTIAL: forestry enterprise development
<b>Achieving Water Security in SAGCOT</b>	DFID	Rufiji Basin Water Board (RBWB), and the Ministry of Water (MoW)	WREM	Collection, analysis and use of climate, hydrological and hydrogeological data	Establishment of IWRM	2013-2016	5M GBP <sup>4</sup>	
<b>National Forestry and Beekeeping Project 2</b>	MFA Finland	MNRT	Indufor OY	Support to national system for Participatory Forest Management	Supports CBFM sites in Ulanga	2014-2015		Ongoing collaboration established. MoU signed with contractor. Co-funding of KVTC PPP feasibility study and review of PFM inventory methods.
<b>Support to TAWA</b>	German Aid	MNRT/WD	GIZ	Support to institutional reform of WD and establishment of TAWA	Policy reform and institutional design affecting WD			

<sup>4</sup> Expected to be scaled-up to 70 million pounds by early 2016, and expanded to include other basins. Appraisal ongoing.

Support to Selous Game Reserve/Ecosystem,	KfW	MNRT/WD	FZS	Support to conservation services within SGR and CBNRM around SGR	WMAs, SGR ecosystem / landscape coordination/ connectivity/ policy development	pipeline	POTENTIAL
<b>Vital Signs</b>	Bill & Melinda Gates Foundation.	n/a	TFCG Conservation International the Earth Institute, Columbia University and the Council for Scientific and Industrial Research (CSIR) in South Africa.	Monitoring system for agriculture, ecosystems and human well-being –	Integrated monitoring system development in KQRS – innovative data collection and cloud-based analysis and reporting	ongoing	

## 4.2 RESULT FRAMEWORK

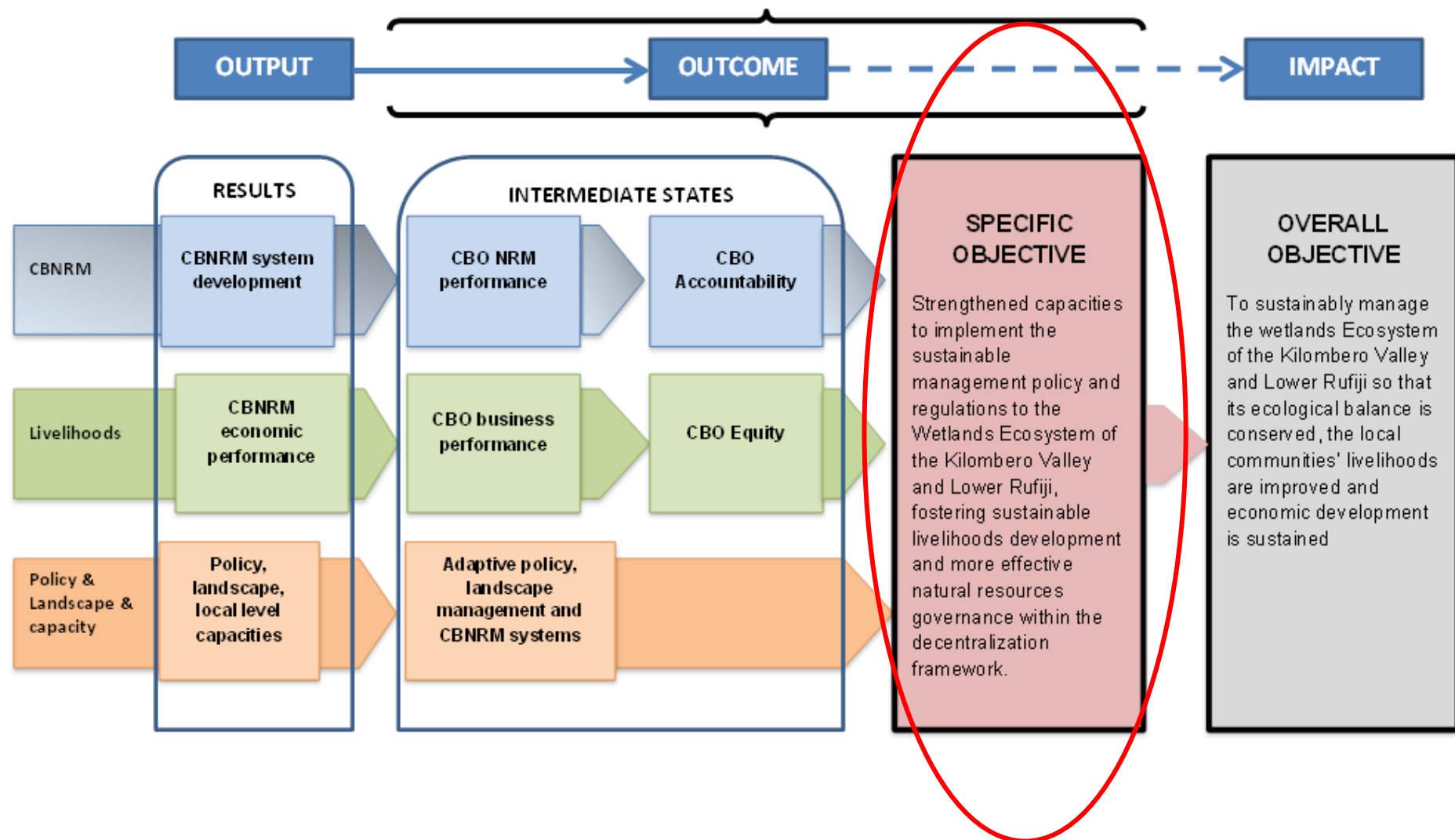
The project's result framework presented in detail in the Inception Report/Annual Report 2013 was endorsed by the JLPC-1 after undergoing minor editorial changes required during the preparation of the agreement with the EU. The updated version is annexed.

The project is structured in three result areas: (1) CBNRM systems; (2) CBNRM-related livelihoods; (3) Landscape, Policy & Capacity. This report reviews the progress component by component referring to the detailed result framework for each component. The result framework consists of a Theory of Change and a logframe matrix.

### Box 2. Legend for KILORWEMP's Theory of Change.

- **Results:** These are produced by project activities, i.e., tangible outputs defined as being mostly in control of the project.
- **Intermediate States.** These are conditions that are expected to be produced on the way to delivering the intended impacts. They provides a pathway to reach outcomes (.e.g., towards the project's Specific Objective). They want to capture behavioral changes (of beneficiaries, partners, stakeholders, institutions or individuals, as relevant) influenced by the project activities and results. They are influenced but not controlled by the project.
- **Impact Drivers.** These are significant factors or conditions that are expected to contribute to the ultimate realization of project impacts. Existence of the Impact Driver (ID) in relation to the project being assessed suggests that there is a good likelihood that the intended project impact will have been achieved. Absence of the ID suggests that the intended impact may not have occurred, or may be diminished.
- **External Assumptions.** These are potential events or changes in the project environment that would negatively affect the ability of a project outcome to lead to the intended impact, but that are largely beyond the power of the project to influence or address.

### 4.3 PERFORMANCE OUTCOME (SPECIFIC OBJECTIVE)



#### 4.3.1 Progress of indicators

Specific Objective	Indicators	Baseline value	Comments
Strengthened capacities to implement the sustainable management policy and regulations to the Wetlands Ecosystem of the Kilombero Valley and Lower Rufiji, fostering sustainable livelihoods development and more effective natural resources governance within the decentralization framework.	% of key areas of wetland landscape under environmental management systems (WMA, LUP, CBFM, BMU, GCA, IMP)	n/a	To be retrospectively measures once GIS established under R#3
	# of communities (villages and fishing camps) participating in GoT or LGA NRM processes (WMA, LUP, CBFM, BMU, GCA management processes, IMP implementation)	Calculation ongoing	
	# of (villages and fishing camps) participating in GoT or LGA NRM processes (CBNRM, GCA management processes, IMP implementation) rating service provision as satisfactory or improving	n/a	Progress against baseline values of indicator IS 1.1. (2) to be reported in future reports for target sites.
	3 Districts budget allocation for the NRM processes increased via government transfer and/or local revenues	Calculation ongoing	
	LGA, RA NRM and WD use project generated outputs, systems and processes to effectively supervise all CBNRM and other landscape/policy processes by project end	nil	To be assessed at MTR and FE stages.

### 4.3.2 Assessment of assumptions

Assumptions	Baseline Assessment (2013)	Current Assessment
Political support to NRM sector increases	NRM is not part of the BRN Initiative, although it appears that this may be reviewed. GoT budget allocation for the sector is low.	The poaching crisis has heightened attention on the wildlife sector, although this has mainly focused on law enforcement aspects. WD's reform with the establishment of TAWA is slowly under way and carried high expectations of increased effectiveness. Its effects on devolution of NRM via CBNRM are not at the centre of discussion.
Agriculture investments and basin development plans respect environmental sensitivities	SAGCOT has put in place a framework for managing environmental externalities (SRESA, 2013). USAID is the lead donor in the agriculture investments in the Kilombero Valley and is presently reappraising its scope of work. <sup>5</sup> The WB financed SAGCOT support programme and the EU-SAGCOT support programme are in the pipeline. Private investments in irrigated agriculture are also paramount (e.g, Kilombero Rice, KVTC, Illovo). In Rufiji, a 6,000 Ha farm (part of Big Results Now programme) is identified for development partially within the boundaries formerly identified for Juhiwangumwa WMA. A compromise land use solution enabling a corridor through the farm has been proposed after consultations.	SAGCOT (WB) framework is not implemented yet. USAID is reassessing the feasibility of own large scale agriculture investments, including by carrying out a critical Environmental Flow Assessment. Ad-hoc problem solving on boundary conflicts takes place. The mentioned Rufiji farm boundary conflict was solved. There is no effective framework/platform for broader harmonization and coordination across sectors, yet.
GoT line agencies and LGAs increase allocation of financial resources to maintain momentum towards scaling up CBNRM and landscape plans implementation	Figures not available.	LGA budget figures available but inconsistent. The project will commission a review of the fiscal sustainability of LGA CBNRM services. MNRT has maintained and actually increased its commitment to the direct management of the KGCA. The KQRS Manager mobilized in 2012 also receives from this fiscal year a direct allocation of 6 game scouts. A small but important positive trend.

<sup>5</sup> A REVIEW MISSION WAS FIELDIED IN FEBRUARY 2013 TO CONFIRM THE APPROPRIATE SCALE OF INVESTMENTS. A CRITICAL ENVIRONMENTAL FLOW STUDY IS ALSO IN THE PIPELINE AND WILL BE EXECUTED WITHIN A 2 YEAR TIMEFRAME.

### 4.3.3 Potential Impact

The table below summarizes the internal assessment of how likely it is that the Outcome can and will contribute to the impact as (pre)supposed based on progress achieved thus far. This assessment is structured on the basis of the preconditions (impact drivers) towards achieving the expected outcomes as identified by the baseline study and reflected in the ToC.

Domain	Impact driver	Baseline assessment	Current assessment
ER1: CBNRM	Scaling-up early success in CBNRM models	<ul style="list-style-type: none"> <li>No CBNRM model (WMA, PFM, and BMU) in the target area fully delivers environmental benefits/services (except for the establishment of conservation oriented PFM sites) to the local population.</li> <li>The project is pursuing early wins to enable the creation of a positive momentum and appreciation in the target areas. Early wins are mostly feasible in CBFM sites, which have been selected accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Significant field level progress has been achieved in planning of CBNRM sites especially WMAs and priority CBFM sites.</li> </ul>
	Capacity development to improve quality of planning and implementation	<ul style="list-style-type: none"> <li>Specific capacity gaps have been identified during BLS for key CBRNM domains.</li> <li>Cross cutting gaps have also been identified for enterprise development skills and systems</li> <li>The ongoing Capacity development needs assessment will provide benchmarks and forward strategy.,</li> </ul>	<ul style="list-style-type: none"> <li>The CBTNA study produced a comprehensive assessment of capacity needs and priorities. Rolling out of the CB plan has been delayed. On the other hand project's reach has been increased with funding from the Scholarship project.</li> <li>Planning procedure, as it is well established, are often clunky and with large transaction costs. Critical gaps exist in technical standards and planning protocols (e.g., preparation of forest inventory and management plans with harvesting goals; developing business side of WMAs) making bottom-up planning by LGA not very efficient.</li> </ul>
	Networking among actors and growth of social cohesion	<ul style="list-style-type: none"> <li>Dialogue processes are few and mostly government led. There is no structural platform enabling local dialogue beyond upwards lines of accountability towards LGAs. The project plans to support landscape level platforms.</li> <li>Land use and tenure conflicts are widespread and apparently growing, with particular regard to boundary disputes village-to-village, villages-to GCA and between pastoralists and local farmers.</li> </ul>	<ul style="list-style-type: none"> <li>Unchanged.</li> <li>The project is yet to roll-out structured support at this level beyond meetings of LGA Committees. On the other end informal and operational level networking has increased through project field activities.</li> </ul>
	Strengthening governance & accountability via long term partnerships	<ul style="list-style-type: none"> <li>This is a new project component introduced in the LFA by the BLS. It will be pursued once EU support will be established.</li> </ul>	<ul style="list-style-type: none"> <li>Project work not yet initiated due to delayed EU contracting. However, general scope of work/specific approach formulated as part of CBTNA task. Work to be launched in next phase.</li> </ul>



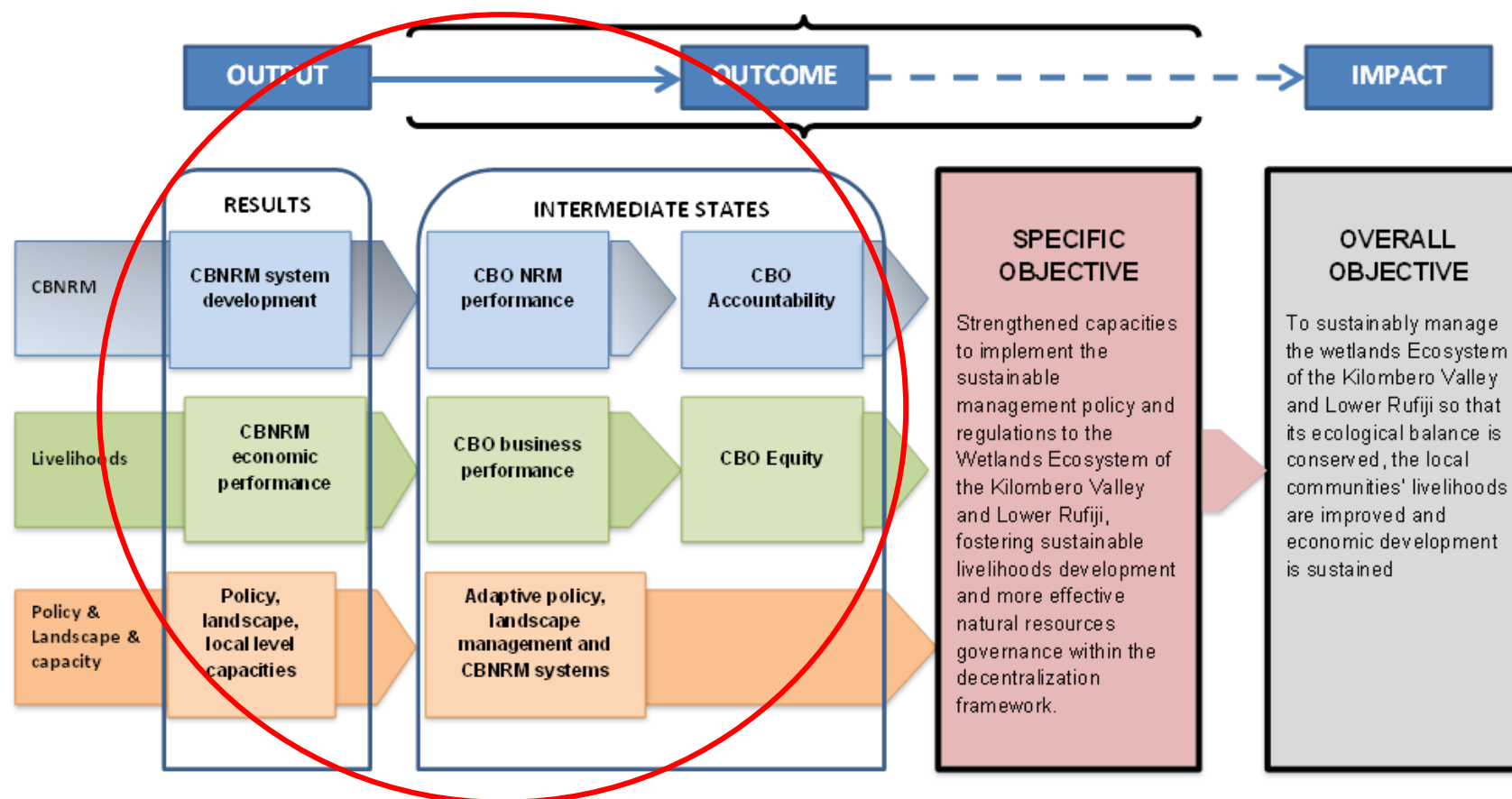
ER2: CBNRM related Livelihoods	<b>Scaling-up</b> early success in CBNRM revenue models	<ul style="list-style-type: none"> <li>No CBNRM model (WMA, PFM, BMU) delivers financial benefits to the local population, yet. The most advanced CBFM site (Nyamagwe village in RDC) is still awaiting the final enabling step by GoT authorities to start revenue generation after almost two years since the completion of the planning steps.</li> <li>A further revenue sharing opportunity beyond CBFM may be presented by the identified possibility of a JFM-type of scheme on KVTC land (see below).</li> <li>Artisanal fisheries already deliver significant revenues to the local population. However this activity is formally illegal within the GCA if not sanctioned by WD. The project will pursue its legalization via establishment of a regulatory framework and BMU setups.</li> </ul>	<ul style="list-style-type: none"> <li>Flow of economic benefits from CBNRM units is still to be achieved. The feasibility of achieving them appears increasingly skewed across the domains:</li> <li>The WMA model and context have a reasonable degree of potential in the short term (hunting) although possibly at low levels.</li> <li>The potential PPP scheme in forestry opens up opportunity of significant near term benefits and moreover a vision for scaling up institutional capacities.</li> <li>The BMU model per-se does not hold near term economic potential, other than in formalizing the status quo, whereby fisheries is already a key economic sector locally.</li> </ul>
	<b>Capacity development</b> in enterprise and value chain development	<ul style="list-style-type: none"> <li>Market oriented livelihood development is relatively new in rural Tanzania as a development practice. Local and GoT authorities come from a long tradition of economic planning and a direct role in economic management of resources. Resistance is likely to arise from entrenched rent-seeking interests. However, formal policy statements strongly encourage this direction. Market oriented strategies are being pursued for major crops including in the Kilombero Valley.</li> </ul>	<ul style="list-style-type: none"> <li>LGA's vision and capacity to support sustainable NR utilization via CBNRM appear in need of significant strengthening. Long term planning for this domain is difficult to achieve at LGA level. LGAs need also to appreciate that their role may have to shift, from execution and control to creating a conducive environment for other players. This is a major transition. The domain is well covered under the proposed CB plan.</li> <li>The PPP feasibility study with KVTC has produced tangible options for market oriented CBFM.</li> </ul>
	Improved access to business development providers and financial services for NRM enterprises via <b>VICOBAS</b>	<ul style="list-style-type: none"> <li>There is little understanding of the requirements and opportunities offered by market oriented development, as well a relatively limited availability of business development services.</li> <li>A prior and ongoing experience in Vicobas was established in the Rufiji delta by WWF, involving 25 groups. This model relies on extension support and provision of capital to the groups to elicit investments in small enterprises. Financial performance was evaluated as good by WWF in 2012<sup>6</sup>.</li> <li>VICOBAS are also formally established in other areas of</li> </ul>	<ul style="list-style-type: none"> <li>The project's support to this domain has been low scale and needs to be strengthened with the mobilization of a well-organized service provider. The task has been delayed due to delayed approval of extended budget/EU co-funding.</li> </ul>

6 FINAL NARRATIVE REPORT 1ST JULY 2008 TO 28<sup>TH</sup> FEBRUARY 2012 SUBMITTED TO DELEGATION OF THE EUROPEAN COMMISSION IN TANZANIA. REDUCING POVERTY IN RUFJI-MAFIA-KILWA, TANZANIA THROUGH IMPROVED LIVELIHOODS AND SUSTAINABLE COASTAL AND MARINE RESOURCES MANAGEMENT (2008-11) WITH EIGHT MONTHS NO-COST EXTENSION PERIOD TO FEBRUARY 2012 CONTRACT: ONG-PVD/2007/133-775. WWF TANZANIA.  
 BENNO B. OTSYINA R. ONYANGO P. PROJECT EVALUATION REPORT. REDUCING POVERTY IN RUFJI, MAFIA AND KILWA DISTRICTS THROUGH IMPROVED LIVELIHOODS AND SUSTAINABLE COASTAL AND MARINE RESOURCE MANAGEMENT, JULY 2008 – FEB 2012. FINAL EVALUATION REPORT DECEMBER 2012. WWF TANZANIA.

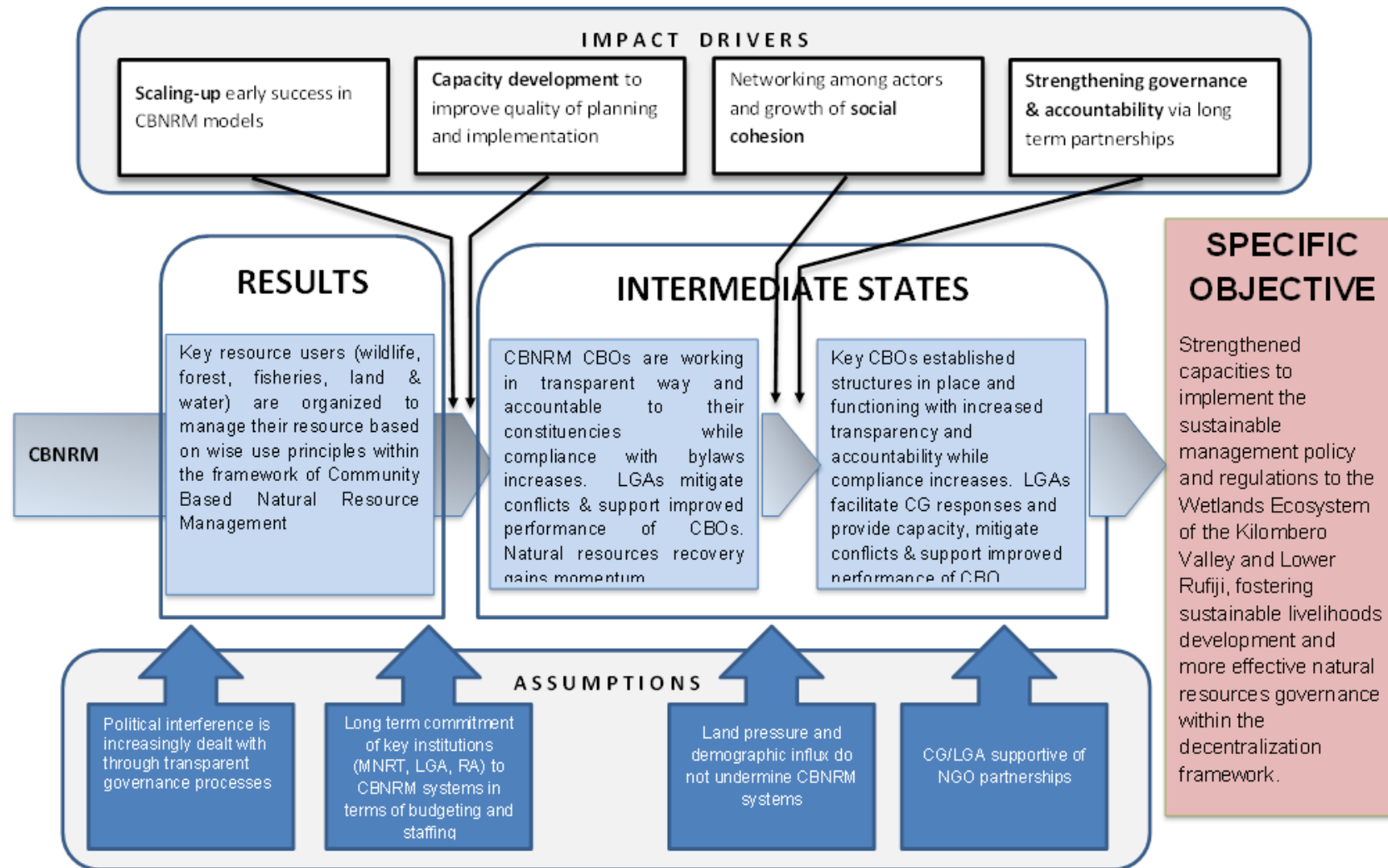
		the 3 Districts. A preliminary survey was carried out in RDC availing of some expertise in the DC office. Groups were assessed as in nascent states with no access to credit facilities beyond own saving not to continued extension services.	
ER3: Policy, landscape capacity and harmonization	<b>Improved access to information</b> on environment and development processes	<ul style="list-style-type: none"> <li>There is a lack of centralized and easily accessible environmental information. Few records exist and these are buried in grey literature with patchy availability. The project is meant to invest (R#3) in data gathering and analysis of selected environmental variables and systems (land cover and aquatic ecosystem in particular).</li> </ul>	<ul style="list-style-type: none"> <li>Unchanged.</li> <li>Multiple assessments are under way in KQRS promoted by various projects/development actors.</li> </ul>
	Evidence supports <b>policy review and adaptation</b> for CBNRM and landscape mgt	<ul style="list-style-type: none"> <li>Specific policy areas of interest to the project agenda are CBNRM systems (WMA, CBFM, and BMU); Land use planning and its harmonization with agriculture development programs; regulatory framework under the Wildlife Act 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Unchanged.</li> <li>The first priority identified for project support (wetland regulation) has progressed very slowly and without a sense of direction, to the need inter-sector nature of the domain and the need to bridge dialogue between MNRT and VPO.</li> </ul>
	<b>Networking</b> among landscape and national actors	<ul style="list-style-type: none"> <li>Low across the board. Reliant on LGA structures, which have ad-hoc functionality with regard to stakeholder processes beyond administrative performance</li> <li>Inter-sectorial coordination among line agencies is weak and fraught with a jigsaw puzzle of competencies and low institutional capacities.</li> </ul>	<ul style="list-style-type: none"> <li>Unchanged.</li> <li>Ad-hoc exchanges and meetings take place.</li> </ul>

## 4.4 PERFORMANCE OF CHANGE PATHWAY

The project's Theory of Change identifies a result pathway which is expected to lead progress from the achievements of outputs towards the achievement of outcomes. The change pathway is broken down in "Intermediate States". These are technically at Outcome level. However their status is analyzed jointly with the review of progress towards Outputs to maintain a close coherence in the review of the project progress (Intermediate States capture the use of outputs and the expected resulting changes in institutional and beneficiaries' behaviors). Each of the three domains is analyzed separately.



#### 4.4.1 Change pathway (1) – CBNRM



## 4.4.1.1 Progress of indicators

Intermediate states	Indicators	Baseline values <sup>7</sup>	Baseline at Project Level	Value end 2014	Comments
<b>IS-1.1</b>  Key CBOs established structures in place and functioning with increased transparency and accountability while compliance increases. LGAs facilitate CG responses and provide capacity, mitigate conflicts & support improved performance of CBO. Resource degradation slows and then recovers	N of WMA, CBFM, BMU, LUP gazetted and registered	1 WMA gazetted; 1 WMA in step 5; 1 WMA in step 3; 3 WMA in step 0	1 WMA in step 5; 1 WMA in step 3	1 WMA in step 5 1 WMA in step 4	
		24 BMU in step 6; 39 BMU in step 0	8 BMU in step 0	3 BMU in step 3 3 BMU in step 4 2 BMU in step 0	Eight Beach Management Units in step zero were supported by project whereby three BMUs moved up to step four and three others moved to step three
		7 CBFM in step 6; 9 CBFM in step 5; 9 CBFM in step 4; 8 CBFM in step 3; 7 CBFM in step 2; 9 CBFM in step 1; 6 CBFM in step 0	1 CBFM in step 5 1 CBFM in step 5 4 CBFM in step 0	2 CBFM in step 5 3 CBFM in step 2 1 CBFM in step 1	Six Community Based Forest Management sites were supported by the project. Three new sites moved up to step two and remaining sites moved to step one. The two sites in step 5 are undergoing revision of the management plans.
		1 LUP step 6 146 LUPs have been inventoried mostly at step 4	<i>CALCULATION ONGOING</i>	<i>CALCULATION ONGOING</i>	

<sup>7</sup> This column shows the baseline values for PFM, WMA and BMUs referred to the universe of CBNRM in the Districts, over and above project target sites. For LUP, given the large number of villages, we only refer to the villages identified as target. NB: the project supports LUP only a part of other planning processes (e.g., WMA, PFM). The data was generated by a baseline inventory exercise.

\* This column extrapolates the status of the project target sites from the District level universe. The classification of certain sites has been revised following internal controls.

	Effectiveness of established WMA, CBFM, BMU, LUPs.	37% <sup>8</sup>		<i>SURVEY ONGOING</i>	
<b>IS-1.2</b>  CBNRM CBOs are working in transparent way and accountable to their constituencies while compliance with bylaws increases. Gender balance in CBO governance improves. Networking among local actors (CBOs, villages) and between these and regional/national actors increases. LGAs mitigate conflicts & support improved performance of CBOs. Natural resources recovery gains momentum	Compliance with CBNRM bylaws (LUP, CBFM, WMA, BMU)	TBD		<i>SURVEY ONGOING</i>	
	Gender ratio in directory/board of each CBO/Village committee supported		33% <sup>9</sup>	<i>SURVEY ONGOING</i>	

<sup>8</sup> Determined as average of 6 sampled CBOs/CBNRM sites during the baseline study and before customisation of survey tool.

<sup>9</sup> Average of gender ratio of the boards/directors across 27 CBOs targeted and sampled by the project. It is noted that this is already in compliance with requirements of PFM guidelines.

Result 1:	Key resource users (wildlife, forest, fisheries, land & water) are organized to manage their resource based on wise use principles within the framework of Community Based Natural Resource Management	TARGET TEAR 2	Baseline Value	Value end 2013	Value end 2014	Comments
1.1	N of WMAs planning processes supported along legal steps	2	0	2	2	
1.2	N of BMUs planning processes supported along legal steps	8	0	3	8	
1.3	N of CBFM planning processes supported along legal steps	6	0	4	6	
1.4	N of LUPs planning processes supported along legal steps	31	0	5	33	LUPs for 33 villages where project supports WMAs and CBFMs were already in advanced stage. Project provided support to LUPs including (i) conduct of review of LUPs for 10 villages and addressed challenges identified including resolution of land conflicts between two villages; (ii) Project facilitated 22 villages to acquire village land certificates; and (iii) Project facilitated implementation of LUPs of 3 villages
1.5	N of CBOs / villages supported with gender balanced capacity building	47	0	0	0	
1.6	N of partnerships and networking processes established between CBNRM CBOs and NGOs/CSOs to strengthen governance and accountability of service delivery and social cohesion	TBD	0			Activity deferred

## Assessment of assumptions.

Assumptions	Baseline assessment (2013)	Current assessment
Political interference in local level resource access and management is increasingly dealt with through transparent governance processes	<p>The GoT's Big Result Now Initiative places highest priority on the established of large intensive farms (for irrigation development). Several priority sites have already been identified and are at variable and generally preliminary stages of developments. These decisions seem to be taken in a fairly top-down manner with little local level process. The issue is complex and beyond the summary analysis produced for this report.</p> <p>To the extent that the SAGCOT framework would enable a gradual rolling out of more organic and coordinated planning, including consultative process, more structured feasibility studies and a clarification of land access and tenure strategies, this may contribute to rationalising the context and decreasing resource access conflicts.</p>	<p>Positive conflict resolution examples exist: the land boundary conflict between the proposed Lukulilo farm a BRN site) and the Jujiwanghuma WMA in Rufiji was resolved through a boundary realignment agreed upon among concerned agencies; the Iluma boundary consolidation and demarcation was supported by local meetings and consultations to reconcile local government positions on land use and settlements.</p> <p>The issue of the boundary and buffer zone of the KGCA is increasingly charged politically, with vocal pressures from local MPs reaching the highest levels of government. Regional and central government authorities have buffered these requested to some extent and provided support to dialogue Regional Commissioner for Morogoro continued with sensitization and awareness campaign on the need for conservation of the core Ramsar site area, a team of experts (MNRT and RA) conducted a field visit to ascertain the level of encroachments and prepared notices to inform decision makers on the best .practices.</p> <p>Implementation remains very sensitive to political processes. Local government elections in December 2014 delayed field execution. Presidential and parliamentary elections to be held in 2015 are obviously a major factor expected to charge the context and conflicts during the current year.</p>
Long term commitment of key institutions (MNRT, LGA, RA) to supporting CBNRM systems in terms of budgeting and staffing	Based on recurrent and development budgets of LGA in all three district is minimal and sometimes funds are not disbursed as budgeted.	<p>Positive signs:</p> <p>3 additional foresters were recruited by KDC</p> <p>UDC provided about 20M TZS to co-fund Iluma WMA consultations on encroachment.</p> <p>MNRT/WD has reinforced KQRS staff at Ifakara by adding 7 staff (scouts)</p> <p>MNRT/WD has a budget line through TWPF to support KQRS normal office running and operations. MNRT/WD is also funding KQRS under recurrent budget as KGCA.</p>
Land pressure and demographic influx do not undermine CBNRM systems	Kilombero and to some extent Ulanga Districts are changing rapidly. A systematic analysis of economic and social changes is not available. We provide here a brief snapshot based on anecdotal evidence. There has been a large influx in the area of pastoralists and agro-pastoralist like Maasai, Sukuma and Barbaigs. In addition business people from all over the country are setting up presence in the area. A growing shift	Initial assessments show that several target CBNRM sites have some degree of encroachment (livestock keepers, farming). LGAs have put in place consultative processes with village government and communities to confirm their intention to maintain and pursue CBNRM. Proactive Council engagement on land conflicts was observed particularly in Ulanga for VFR and WMAs, where field level conflict



	<p>from semi subsistence agriculture to trading is observable in the local economic structure. Urbanization is gradually taking place and two rural villages adjacent to ILUMA WMA now fall in urban areas. Livestock is a very large economic sector, regulated by dynamics which go well beyond the valley. Its economic significance is overlooked in the outlook of many planning agencies and lacks proper consideration in the existing plans. The local economy is growing very fast but anecdotal evidence shows that the prosperous people from these changes are the new comers, mostly agro-pastoralists and big farmers.</p> <p>Artisanal fisheries remain a core economic sector in the area, with wide trading ramifications. Fishers may come from all over the country. The importance of the sector as a social safety net for poor and vulnerable people is well established in other similar African context, and may well be the case here.</p> <p>Pressure on land is therefore mounting due to demographic and economic dynamics, which are driven by factors going beyond the local scale. The large scale development programmes for agriculture are yet to find a rationalization taking into consideration land and water availability.</p> <p>Land pressure driven by livestock, farming and energy demands has generated a rapid change in forest cover. One available estimate shows a loss of 33% of forest cover in the UDC area over the last 14 years.</p> <p>The ongoing diversification of economic opportunities can change communities' priorities and interests from conservation-related to other development options. The SACGOT initiative has moved interest of many in the Kilombero Valley and therefore they have been dedicating most of their efforts and resources to agricultural activities</p>	<p>resolutions processes were supported.</p>
CG/LGA supportive of NGO partnerships	<p>This assumption specifically refers to the engagement of NGOs for the delivery of project tasks in accordance with the TFF and the revised result framework. NGO contracting is foreseen in the forthcoming phase upon conclusion of the agreement with the EU.</p>	<p>The project has not yet started this domain of work due to the delayed contracting with the EU. Nevertheless, examples of good collaboration with NGOs exist at local level (e.g., WWF in Rufiji). See CBTNA report.</p>

## 4.4.1.2 Progress of main activities

	Activities	Progress during the reporting period	Remarks on way ahead	Ahead of time	On time	Delayed	Critically delayed
ER1	CBNRM						
A0101	Participatory assessment of CBNRM institutions	<ul style="list-style-type: none"> <li>Addressed during BLS and in initial stages of field work in each site, see Annual Report 2013.</li> <li>Capacity building and Training Needs Assessment Task further revised status of sample of target sites with regard to capacity and governance issues. Findings reflected in proposed capacity building plan.</li> </ul>			X		
A0102	Support to WMAs and Wetland Reserves	<p><u>ILUMA WMA (KDC/UDC)</u></p> <ul style="list-style-type: none"> <li>UDC and KDC guided the <b>selection of Village Games Scouts (VGS)</b> across the 14 villages involved. Training of all of them was organized in Likuyu-Sakamaganga (see below).</li> <li>A joint <b>Advisory Board meeting</b> was organized by KDC/UDC to discuss and resolve some of the urgent issues Iluma WMA is currently facing. People were concerned about the timing of release of user rights (currently still under process within MNRT), eviction of encroachers should be done by village government under supervision of DC, CEPA should be used for general awareness creation.</li> <li><b>Boundary consolidation</b> of the WMA borders with witness marks was carried out in both Ulanga and Kilombero district: The required materials were procured, witness mark points were identified, village leaders were informed and witness marks were erected in the identified points. PROVIDE FACTS ON N OF BEACONS PLACED, LENGTH OF BOUNDARY MARKED</li> </ul> <p>There is local perception that erection of witness marks has helped to reduce incidences of encroachments in the ILUMA WMA.</p> <p><u>JUHIWANGUMWA WMA:</u></p>	<p><u>ILUMA WMA (KDC/UDC)</u></p> <ul style="list-style-type: none"> <li>MNRT needs to undertake long overdue assessment of land use and conflicts within the WMA to pave way to confer user rights</li> <li>CBO needs support to oversee deployment of VGS and working gears should be provided.</li> </ul>			X	

		<ul style="list-style-type: none"> <li>Long lasting boundary disagreements with Selous Game Reserve and Lukulilo farm were resolved during a protracted consultation process between MNRT, LGA and other line agencies. The agreement as reflected in the new boundary line for the WMA.</li> <li>Identification of the WMA <b>boundary and demarcation</b> in the field has been completed, PROVIDE DATA AND FACTS as well as the identification process for different <b>land use zones</b> within the WMA. Construction and installation of 23 concrete beacons along a boundary length of 175.7 km. The Resource Zone Management Plan was presented and <b>approved</b> by stakeholders who are these??? Who approved this?? having interests in WMA management. The RZMP indicates three utilization zones namely Residential hunting zone -12,926.14 ha, Photographic hunting-20,265.44 ha, and Tourism hunting zone -18,472.33 ha.</li> </ul>	<u>JUHIWANGUMWA WMA:</u> <ul style="list-style-type: none"> <li></li> </ul>			
A0103	Support to PFM and beekeeping reserves.	<u>Uhanila VFR (KDC)</u> <ul style="list-style-type: none"> <li>A <b>forest resurvey</b> was conducted in Merera, Idunda and Msita Villages which surround the Uhanila forest: the boundary resurvey was conducted, coordinates were consolidated and a map was prepared. The forest survey has motivated the Merera community to own the process and resolve to evict all encroachers from the Uhanila Village Forest Reserve.</li> <li>A field activity to <b>update the Management Plan</b> was carried out: a resource assessment was carried out by doing tree identification, measuring DBH of the trees, identifying the soil type. CHECK ACTIVITY REPORT, NO MP SEEN</li> </ul> <u>UDC PFM sites</u> <ul style="list-style-type: none"> <li><b>Boundary survey and digital mapping</b> of the Luuya VFR (Libenanga village), Kimbiru VFR (Idunda village) and Chokoachoko VFR (Kichangani) was carried out. Luuya VFR: area: 331 ha( 14.9% of village land); boundary length: 9.8 km. Kimbiru VFR: area: 4344 ha (23% of village land); boundary length: 30.1 km, Chokoachoko VFR area 5332 ha (40.1% of village land): boundary length 40km.</li> <li>At the 3 VFR in Ulanga (Libenanga, Idunda and Kichangani village) the VNRC received <b>training on roles and responsibilities</b>.</li> <li><b>PFRA</b> has started at Libenanga village and will continue at the other two remaining sites.</li> <li>District is communicating with Kichangani village on the</li> </ul>	<u>Uhanila VFR (KDC)</u> <ul style="list-style-type: none"> <li>Activities are delayed.</li> </ul> <u>UDC PFM sites</u>  <u>Mtanza Msona VFR (RDC)</u> <ul style="list-style-type: none"> <li>A strategy to bring timber to markets through CBFM is not available, nor knowledge of potential markets or mechanism for revenue sharing. This applies to this site as much as to most CBFM sites in the country. It is expected that the KVTC feasibility study (see below) will help develop a model for these aspects, which will</li> </ul>		X	

		<p>possibility to expand Chokoachoko VFR to include other forest portions including the portion previously supported by Finnida.</p> <p><u>Mtanza Msona VLFR (RDC)</u></p> <ul style="list-style-type: none"> <li>▪ <b>Update of the management plan and preparation of the harvesting plan</b> were carried out by the District. The plan was discussed during a <b>stakeholder workshop</b>, where the general strategy and way forward were planned.</li> <li>▪ The VNRC of both villages (Mtanza and Msona) received <b>training on roles and responsibilities</b> (harvesting procedures, guidelines, documentation, tree measurement, volume calculation). Some VNRC members and 2 village leaders were also trained on <b>Good governance in Natural Resources</b>.</li> <li>▪ <b>A study visit was done at SULEDO</b> by the Mtanza Msona Village Natural Resource Committee Members (VNRC). A lot could be learned from the more experienced SULEDO team (forest management, sharing of income, handling of culprits and beekeeping activities in the forest as an incentive to conservations, etc).</li> <li>▪ PFM processes were also initiated in Mtalula VFR by creation of awareness and formation of VNRC in Kipugira village.</li> </ul>	enable other CBFM sites such as this one to move ahead.				
A0104	Support to BMUs	<p><u>KDC</u></p> <ul style="list-style-type: none"> <li>▪ A <b>stakeholders meeting</b> was conducted with LGA officials, Councilors from concerned sites, BMUs, KGCA and Iluma WMA, to discuss and resolve issues the fishery sector in Kilombero is facing. The meeting requested clarification on the WD's stance on allowing fisheries within the KGCA. The meeting also raised the issue of a camp previously removed by WD as being close to the SGR boundary and allegedly linked to wildlife poaching.</li> <li>▪ Later, a separate <b>field visit</b> was carried out in Mbuti BMU and Ngapemba BMU, each time accompanied by another stakeholders meeting.</li> <li>▪ Capacity building (Training Of Trainers) for Change Agents was carried out, followed by training to Village Change Agents.</li> </ul> <p><u>UDC</u></p> <ul style="list-style-type: none"> <li>▪ <b>Training of DFTs</b> on fisheries and establishment of BMU, <b>registration</b> of fisher folks and vessels was achieved.</li> <li>▪ <b>Identification and mapping of fisheries resources</b> was also implemented in the two fisheries camps of Mikeregembe and</li> </ul>	<p><u>KDC</u></p> <ul style="list-style-type: none"> <li>▪ The KDC BMU assessment has revealed community commitments and willingness to work in partnership with ILUMA WMA, SGR and KGCA. All the BMUs however are at the infant stage to start functioning and therefore good foundation needs to be built by enhancing their capacities as well as that of the District Fisheries staff.</li> </ul>		X		

A0105	Support to land and water management	<p>Abdallah Ngwila. All these efforts aimed to provide data required for formulation of fisheries management plans.</p> <p><u>Lake Zumbi (RDC)</u></p> <ul style="list-style-type: none"> <li>Training on the concept of co-management was carried out in the villages of Kipo, Kipugira and Nyaminywili.</li> <li>Three BMU Executive Committees formed in villages of Nyaminywili, Kipugira and Kipo around lake Zumbi each with 30 members. Registration to allow formation of BMU were as follows (Nyaminywili -75%), Kipugira - 76% and Kipo - 77%).</li> <li>The three BMU Executive Committees and respective village council members were trained their Role, Responsibilities, Governance, Leadership and Advocacy and on Fisheries Management, Policy and legislation and development of village by laws.</li> </ul> <p><b>Remarks:</b> Training was done smoothly but could not produce by-laws. Preparation of by-laws is also process done by the communities themselves guided by district staff. As such BEC member asked to be given enough time to develop the by-laws and avail drafts in mid-January 2015. DFT team will continue making follow-up on these developments</p> <ul style="list-style-type: none"> <li>Kipugira BMU has started practicing control of illegal fishing by capturing 10 pieces of undersize fishing nets valued at TZS 2,000,000, and were all destroyed.</li> </ul>	<p><u>UDC</u></p> <p>It was learnt that BMU will be only registered by Fisheries Division if it is within the village land. So Policy harmonization is required between WD and Fisheries Division on what will be the fate of the BMUs since majority are within the KGCA boundaries.</p> <p><u>Lake Zumbi (RDC)</u></p> <ul style="list-style-type: none"> <li>Role of BMUs with regard to issues over and above fisheries management (e.g., lakeshore cultivation management in lakes) is expected by DPT yet untested. Strategy for RDC lakes needs clarification and is expected to be further validated with training on wetland inventory (SWM methods and guidelines).</li> </ul> <p>For now there is no clear incentive for registry for villagers, which explain the poor registration until now.</p> <p>Focus on BMU in the floodplain lakes should be more on empowerment, as exclusivity of rights is not there.</p>				
		<p><u>Iluma villages (KDC)</u></p> <ul style="list-style-type: none"> <li>Reception of LUP signboards was done in three villages: Kiberege, Signali and Kikwawila. Presence of the signboards in these villages minimized conflicts.</li> </ul> <p><u>Iluma villages (UDC)</u></p> <ul style="list-style-type: none"> <li>The project supported the <b>review of VLUPs in target villages</b>, including the resolution of a specific boundary conflict (Minepa-</li> </ul>			X		

		<p>Igumbiro).</p> <ul style="list-style-type: none"> <li>▪ 9 <b>village land certificates</b> were endorsed by NLUPC and handed over to the village leaders.</li> <li>▪ VLUM and Village Government leaders were trained on land management, roles and responsibilities. Over 370 people attended and appreciated the training delivered (75 VLUM, 265 VG leaders, 30 Ward leaders).</li> </ul> <p><u>JUHIWANGUMWA villages (RDC)</u></p> <ul style="list-style-type: none"> <li>▪ In the 4 villages of Kipo, Kipugira, Ndundunyikanza and Nyaminywili, <b>VLUP were updated</b> to include the wildlife corridor, Lukulilo farm and the WMA. Likewise clarifications were reached on the boundary issue with SGR, confirming the line as per Government Notice 1974.</li> <li>▪ For the 13 Villages forming the JUHIWANGUMWA WMA, <b>Village Land Certificates</b> were approved and secured.</li> </ul>				
A0106	Support to performance of service delivery and CBO networking and governance.	<ul style="list-style-type: none"> <li>▪ As part of the task Capacity building and Training needs assessment task, the consultants conducted a review of the capacity and governance dimensions as related to the project's SOW. The produced a concept note proposing a future scope of work for the project in this domain.</li> </ul>	<ul style="list-style-type: none"> <li>• Activity to be introduced with EU budget – contracting mechanism to be confirmed.</li> </ul>			X

#### **4.4.1.3 Analysis of progress made.**

The project monitors progress of CBNRM target sites against the formal CBNRM steps as presented in the MNRT Sustainable Management Guidelines. This framework provides a formal reference across the CBNRM typologies (VFRs, WMAs, BMUs, LUPs).

It is noted, however, that the substantive relevance of the proposed steps varies across the CBNRM typologies, due to the real practice in the field by the GoT actors involved. In particular, certain steps are sometime skipped (e.g., Iluma WMA early phase prior to the project). In other instances, steps need to be repeated: this is the case for example of those VFRs target sites in Rufiji and Kilombero which had already management plans; however these were conservation oriented and needed revision to appraise the feasibility of sustainable harvesting.

VLUPs deserve a special consideration: their status appears sometime in flux. This would be normal in view of the dynamic and locally sometime fast changing, patterns of land use. However, revisions takes place, sometime prodded by investments or projects, not always coordinated among themselves. The flow of internal information, data management and oversight by the LGAs seems tenuous and challenged by ad-hoc nature of some of these processes. Ground-level compliance with VLUPs is often very weak. There is also an apparent acceleration of village subdivisions due to population growth.

The project follows the GoT BMU model. However, despite much earlier work on BMUs by previous projects, most target sites required almost an inception from scratch. Causes of this seem to include internal weakness of the model (heavily reliant on formal regularization of a typically had to formalize form of NRM and economic activity).

##### **4.4.1.3.1 WMAs**

The project provided support to 2 Wildlife Management Areas of ILUMA and JUHIWANGUMWA. JUHIWANGUMWA moved up from step three to step four while ILUMA is close to the last step of obtaining user rights of the six legal steps towards CBNRM.

JUHIWANGUMWA WMA was known to lag behind and repeated consultations have taken place over the last several months to reconcile boundary issues with Selous GR and a proposed agriculture development and the GoT flagship BRN program. The project has extended support to these processes, relying on the local team technical support as well from MNRT staff. The boundary conflicts were eventually settled through inter agency consultations, leading to a new boundary line. The project has since carried out a physical demarcation of the extensive boundary line via survey and beacons. A Resource Use Zone Plan was also produced with support from MNRT.

Iluma WMA, which was formally at a quasi-final planning stage, experienced a setback in the previous reporting period due to the extensive encroachment by farmers-herders. Most of the reporting time has been devoted to addressing this conflict under the leadership of village and District Government. The conflict needs to be seen as part of the increasingly contested land access throughout the valley, due to immigration and growing land pressure. Conflicts are especially between semi-pastoralists and farmers. The two Districts completed a land boundary demarcation exercise. The concession of User Rights by MNRT is still outstanding despite the long time elapsed since the inception of the WMA establishment process.

Meanwhile the project has initiated essential capacity building efforts, especially in the Iluma WMA, by supporting consultations, review events and training inputs.

The project further supported the awarding of land certificates to the 7 villages involved in the Iluma WMA and those 3 targeted under forestry. All these villages gained their certificates from NLUPC with the exception of one village (Milola) where the village government did not want to endorse the certificate as they did not agree with the village boundary survey of 1996/7.

##### **4.4.1.3.2 CBFM**

The 3 target sites in Ulanga were selected as new because the existing CBFM sites are being supported by the Finnish funded National PFM programme of MNRT. The project is supporting the initial stages of the CBFM planning process, including boundary

demarcation and review of VLUPs.

In RDC, the District has revised the management plan of one of the two target sites (Mtanza Masona VFR) and produced a sustainable harvesting plan which was presented at a stakeholder workshop which reviewed the KVTC feasibility study (see below). The proposed Forestry Management Plan for timber harvesting raised concerns for its sustainability. The method used was according to TFS practice. There appears to be a lack of accepted standards for sustainable volume extraction in miombo forests and this needs review.

The transition in CBFM from conservation to sustainable harvesting is new. Only two experiences are available in the country (MCDI and SULEDO). The project has supported exchanges and visits to explore options. The transition requires a review of the methods for preparation of harvesting plans and the development of vision, systems, capacity and business plans to reach markets. It is expected that the findings of the KVTC feasibility study (see below) will help develop a model for these aspects, which will enable CBFM target sites.

The project has further commissioned (jointly with MNRT NFBP2) a review of methods for the preparation of harvesting plans.

#### **4.4.1.3.3 BMUs**

The project has initiated work in few sites in KDC and UDC and in one lake in RDC. These sites are pursuing the initial steps of community awareness, registration of fishers and training on the basic systems and regulations. Therefore efforts, especially in the lake, are more driven by policy compliance intents on the part of the LGA than towards explicit environmental goals.

BMU establishment is singled out as of weak efficiency and effectiveness. The effectiveness of the national framework has been questioned even where long experience exists (e.g., Lake Victoria)<sup>10</sup>. More promising experiences are those supported by NGOs (e.g., WWF in Rufiji).

In Rufiji there exists a relatively ample background on fish ecology in the lakes, produced by a previous NRM project (REMP, 2001-2010). This could provide intelligence and a rationale to inform participatory fisheries management in the coherently with the ecological reality of these sites. Unfortunately that project did not phase out by leaving behind working guidelines amenable for fisheries management and extension. The knowledge generated is captured in technical reports and journal papers and has not filtered to management. The project during the reporting period established contacts with the lead REMP researchers. There is a need to tap further those available in Tanzania for further dialogue to inform fisheries management actions at local level to help the LGA develop a rational approach to fisheries sustainability.

Most of the future project effort is expected to target a large number of fishing camps with the boundaries of the KGCA. This effort is yet to start waiting for a policy clarification to enable fisheries within the KGCA through a regulated (licensed) use. WD is expected to allow regulated fisheries within the KGCA. It is likely that momentum on that will only be established once the KGCA management planning process will be established. However existing approaches and procedures by LGA are likely to be too costly and not scalable to the dimension of the KGCA.

#### **4.4.1.3.4 Land use plans**

As established during the inception phase, the project supports land use planning as instrumental to the establishment of WMAs and CBFM. Therefore intensive support to boundary and VLUP review was extended to several target villages as part of WMA and CBFM processes.

The project achieved the issuing of 9 village certificates by the NLUPC in Ulanga District. Through these certificates, villages secure their tenure according to the legislation. Analogue processes are being pursued in Kilombero and Rufiji. These are important

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<sup>10</sup> NATIONAL AUDIT OFFICE. PERFORMANCE AUDIT OF THE MANAGEMENT OF FISHERIES ACTIVITIES IN THE LAKE VICTORIA. A REPORT OF THE CONTROLLER AND AUDITOR GENERAL OF THE UNITED REPUBLIC OF TANZANIA January 2013



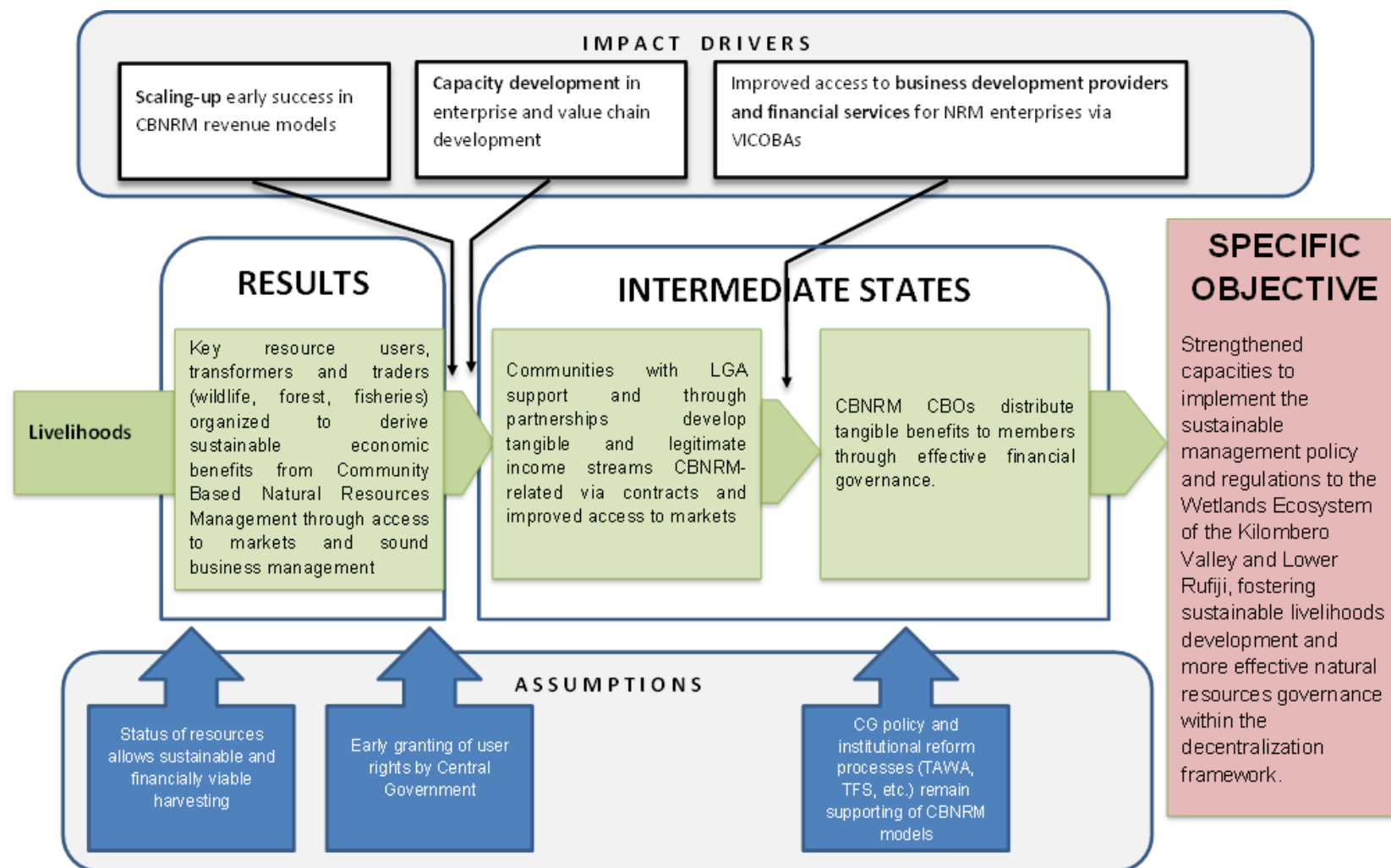
achievements as just a miniscule proportion of villages have land certificates in the target areas, consistently with very low proportion country wide.

Land use planning remains a domain in continuous flux due to the weaknesses of existing systems and capacities to ensure viable, adaptive processes<sup>11</sup>. The system battles to cope with very dynamic change in the KQRS with growing population, investments and change in land use. Several villages are being subdivided. A few are becoming urban. Ad-hoc processes, sometime led by investments in agriculture, have a major influence on VLUPs and their revisions. The project is under continuous demands to support VLUP review processes which risk enmeshing CBNRM processes and decrease their effectiveness and the overall focus.

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<sup>11</sup> See analysis in CBTNA report, July 2014

#### 4.4.2 Change pathway (2) – CBNRM-related livelihoods



**4.4.2.1 Progress of indicators**

Intermediate states	Indicators	Baseline values	Comments
<b>IS 2.1</b> Communities with LGA support and through partnerships develop tangible and legitimate income streams CBNRM-related via contracts and improved access to markets	Amount of revenues generated by CBO/CBNRM initiatives via business plans	0	None of target CBNRM systems/sites has a business plan and has started generating revenues.
	N of contracts entered into between CBOs and buyers and/or suppliers of inputs and/or financial services / capital.	0	
<b>IS 2.2</b> CBNRM CBOs distribute tangible benefits to members through effective financial governance.	Percentage of revenues shared with members and/or invested in CBO related enterprises and/or services	0	

Result 2:	Key resource users, transformers and traders (wildlife, forest, fisheries) organized to derive sustainable economic benefits from Community Based Natural Resources Management through access to markets and sound business management	TARGET TEAR 2	Baseline Values	Value end 2013	Comments
2.1	N of WMA associations supported to develop business plans	2	0	0	
2.2	N of BMUs associations supported to develop business plans	11	0	0	
2.3	N of villages/CBFM areas supported to develop business plans through sustainable timber harvesting, NTFP collection, beekeeping and/or sustainable charcoal production	6	0	0	

2.4	N of VICOBAs established, supported and operational	29	RDC: 25 VICOBA presnet in target villages but not registered KDC: 15 ViCOBA established	0	See qualitative status assessment in progress report table.
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#### 4.4.2.2 Assessment of assumptions.

Assumptions	Baseline assessment (2013)	Current assessment
Status of resources allows sustainable and financially viable harvesting	<p>The specific status of NRs within the target sites and specifically forest stock assessments for PFM will be carried out in 2014. Issues of concern highlighted so far include:</p> <ul style="list-style-type: none"> <li>General decline of game populations in the greater Selous ecosystem and specifically in the KGCA. The recently conducted aerial census of elephants in the region<sup>12</sup> shows that these are no longer present in the KGCA (a population of 1400 elephants was estimated in the dry season census of 2008<sup>13</sup>). This may have implications for the near term viability of hunting in the Iluma WMA, while J-WMA may be more oriented towards non consumptive use. Commercial hunting is no longer active in KGCA.</li> <li>Ecological (wildlife) connectivity across the KQRS landscape is being lost with the closing of wildlife corridor across the valley between the eastern arc region and Selous GR.<sup>14</sup></li> <li>Anecdotal and observed evidence exists on rapid forest loss in areas within or close to Iluma WMA; field assessments are planned to validate the extent of any land conversion.</li> <li>There is widespread loss of forest cover throughout the Kilombero Valley. A recent remote sensing assessment carried out by KVTC<sup>15</sup> show a forest cover loss of 16% and 31% respectively in KDC and UDC during 1991-2013 with increase in non-forest land</li> </ul>	Overall assessment unchanged, however forest inventories were carried out by the project in two sites (KVTC's and Mtanza Msona VFR); data shows good forest conditions for timber harvesting within these sites.

12 AERIAL CENSUS OF LARGE ANIMALS IN THE SELOUS –MIKUMI ECOSYSTEM DRY SEASON, 2013 POPULATION STATUS OF AFRICAN ELEPHANT CONDUCTED BY TANZANIA WILDLIFE RESEARCH INSTITUTE IN COLLABORATION WITH FRANKFURT ZOOLOGICAL SOCIETY TANZANIA NATIONAL PARKS & WILDLIFE DIVISION.

13 TAWIRI. (2009) AERIAL CENSUS IN THE KILOMBERO VALLEY FLOOD PLAINS RAMSAR SITE DRY SEASON 2008 KILOMBERO VALLEY RAMSAR SITE PROJECT. BTC/MNRT.

14 JONES T., ROVERO F. & MSIRIKALE J. (2007) VANISHING CORRIDORS: A LAST CHANCE TO PRESERVE ECOLOGICAL CONNECTIVITY BETWEEN THE UDZUNGWA AND SELOUS-MIKUMI ECOSYSTEMS OF SOUTHERN TANZANIA. FINAL REPORT TO CONSERVATION INTERNATIONAL.

15 KILOMBERO VALLEY TEAK COMPANY. FOREST COVER CHANGE IN- & OUTSIDE KVTC LAND 1991-2004-2013. SLIDE PRESENTATION.

	<p>of 61% and 37% respectively.</p> <ul style="list-style-type: none"> <li>Within the framework of the updated workplan and expended scope of work, the project is expected to contribute to the improvement of baseline environmental information over the target area.</li> </ul>	
Early granting of user rights by CG	<p>The context has been reviewed and recapped in the BLS report, flagging the generally well-established pattern of delayed granting of user rights.</p> <p>Within the target area, there are two contrasting case studies or early signals. WD has supported the granting of user rights to Iluma WMA showing flexibility despite some patchy steps in the foreseen process (which will require some renewed effort) and showing commitment well after the end of project financed support (KVRS project).</p> <p>On the other hand, the VFR of Nyamagwe, which was reviewed during BLS and whose case was highlighted as indicator or weak progress, is still waiting the issuing of the hammer as final step by TFS in enabling sustainable harvesting.</p>	<p>Nyamagwe VFR (not a project target site but an early CBFM site in Rufiji District) has not yet received the user rights yet after a few years of completing the required planning process.</p> <p>An immediate test case for the project will be the expected granting of user rights to Iluma WMA. After the boundary consolidation progress achieved to date, MNRT wants now to assess cattle and farming encroachment and wildlife conditions before issuing user rights. On the other hand, local hunting licences are being issued meanwhile by UDC (not through the WMA CBO).</p>
CG policy and institutional reform processes (TAWA, TFS, etc.) remain supportive of CBNRM models	<p>While no CBNRM specific policy changes are foreseen in this respect, as descending from these reforms processes, the real world implications have not been object of dialogue and open assessment at national level.</p>	<p>Policy principles are unchanged. A Forestry Division has been re-established within MNRT, which provides a home to the PFM program. De facto support to CBFM with issuing of user rights remains an issue of attention.</p> <p>TAWA is in its establishment phase. The draft management framework foresees support to WMA. Issues requiring attention are the de-facto support to devolution of user rights via WMAs and possible conflict between this and TAWA's drive for self-sustainability.</p> <p>More established WMAs in northern Tanzania are advocating for policy change to enable them to retain revenues at source instead of the present system of payment from MNRT.</p>

## 4.4.2.3 Progress of main activities

	Activities	Progress during the reporting period	Remarks on way ahead	Ahead of time	On time	Delayed	Critically delayed
ER1	CBNRM related livelihoods						
A0201	Economic feasibility	<u>ILUMA WMA (KDC/UDC)</u> <ul style="list-style-type: none"> <li>▪ <b>viability assessment</b> is still outstanding.</li> </ul>				X	
A0202	Support to the economic management of WMAs	<u>ILUMA WMA (KDC/UDC)</u> <ul style="list-style-type: none"> <li>▪ Training of Iluma board on financial management.</li> </ul>	<u>ILUMA WMA (KDC/UDC)</u> <ul style="list-style-type: none"> <li>• 18 months plan of capacity building designed to be rolled out.</li> </ul>		X		
A0203	Support to the livelihood from forest management	<u>KVTC scheme</u> <ul style="list-style-type: none"> <li>▪ <b>MoU reached</b> with Kilombero Valley Teak Company (KVTC) and Indufor Oy for FINNIDA/MNRT Forestry programme to co-fund feasibility study of a joint forestry scheme on KVTC land.</li> <li>▪ <b>Feasibility study</b> (forest inventory and management plan; management, economic and institutional feasibility) of collaborative forestry scheme on private land completed.</li> <li>▪ <b>Review workshop</b> organized with stakeholders to present study findings</li> </ul>	<u>KVTC scheme</u> <ul style="list-style-type: none"> <li>▪ Validation of feasibility study with GoT authorities and LGAs, communities</li> <li>▪ Appraisal and validation of scaling up scenario to establish a PPP with KVTC which can eventually serve VFRs nearby.</li> <li>▪ Agreement on PPP with KVTC</li> <li>▪ Design and support to PPP development</li> </ul>		X		
A0204	Support to fishery based livelihoods	n/a					
A0205	Support to livelihoods based on land and water use	n/a					

A0206	Support to increased access to capital and financial services	<ul style="list-style-type: none"> <li>This activity is earmarked for implementation upon receipt of the EU contribution. A pilot was launched in Rufiji due to some prior experience in the DC</li> </ul> <p><u>RDC</u></p> <ul style="list-style-type: none"> <li>26 VICOBA <b>groups reviewed</b> by Council staff and amended their constitution to enable their official registration.</li> <li><b>13 CBT</b> (Community Based Trainers) were selected among their members and received training. CBTs are important village based extension staff who will facilitate the scaling up of the programme.</li> <li>A Strategy for scaling up was developed with help of CBTs and can be granted to service provider</li> <li>9 VICOBA groups were supported with saving kits, which were lacking.</li> </ul>	<ul style="list-style-type: none"> <li>The project needs to partner a service provider specialized in VICOBA to develop an adequate monitoring and support system for the activity. Meanwhile the RDC is developing a proposal to extend further support to the local groups.</li> </ul>				
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#### 4.4.2.4 Analysis of progress made

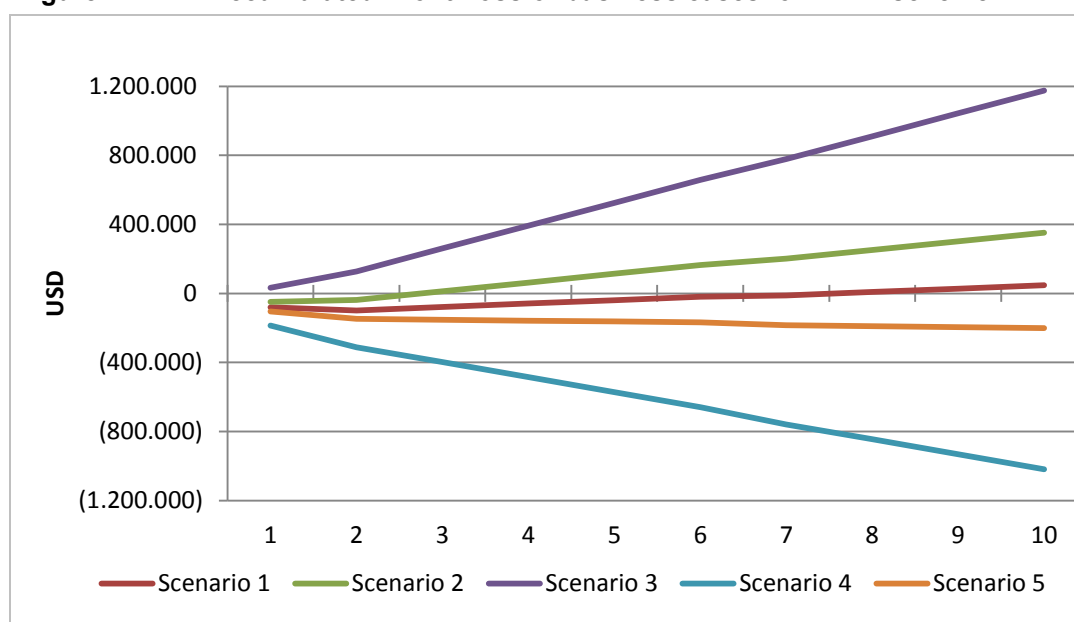
Progress under this Result area is dependent upon the consolidation of CBNRM units/pilot sites under R#1. These are still under stage of development. The project has pursued early wins in forestry as per baseline study recommendations.

##### 4.4.2.4.1 KVTC community forestry scheme – feasibility study

The objective of this assignment<sup>16</sup> was to assess the feasibility of the proposed participatory forest management scheme on private KVTC land from technical, environmental, economic and managerial points of view, including timber selling and pricing models. Key findings include:

1. PFM is naturally feasible since there is an adequate supply of timber resources from the natural Miombo forest, with mature marketable trees above the LMDH and a volume of 58 m<sup>3</sup>/ha. Based on 19 marketable tree species which sum up to 70% of the stock, a sustainable yield of 1.5 m<sup>3</sup>/ha/year was calculated.
2. Five business cases were analyzed:
  - Selling standing trees for sawlogs and charcoal
  - Selling standing trees for sawlogs and producing charcoal for trade in Dar es Salaam
  - Production of sawn timber and charcoal for trade in Dar es Salaam
  - Production of sawn timber and charcoal for local markets
  - Selling standing trees for sawlogs and producing charcoal for local markets.
3. From a purely economic point of view, PFM can be beneficial to both KVTC and the communities, and is therefore considered as economically feasible.

**Figure 4. Accumulated Profit/Loss of business cases for KVTC scheme**



4. The application of royalties to timber harvested from private forests can have a considerable negative impact, potentially rendering the project not feasible from an economic point of view. The [impact of the] application of the royalty to a JFM project such as this should therefore be discussed in detail with the corresponding stakeholders.

<sup>16</sup> UNIQUE. Final Report. January 2015

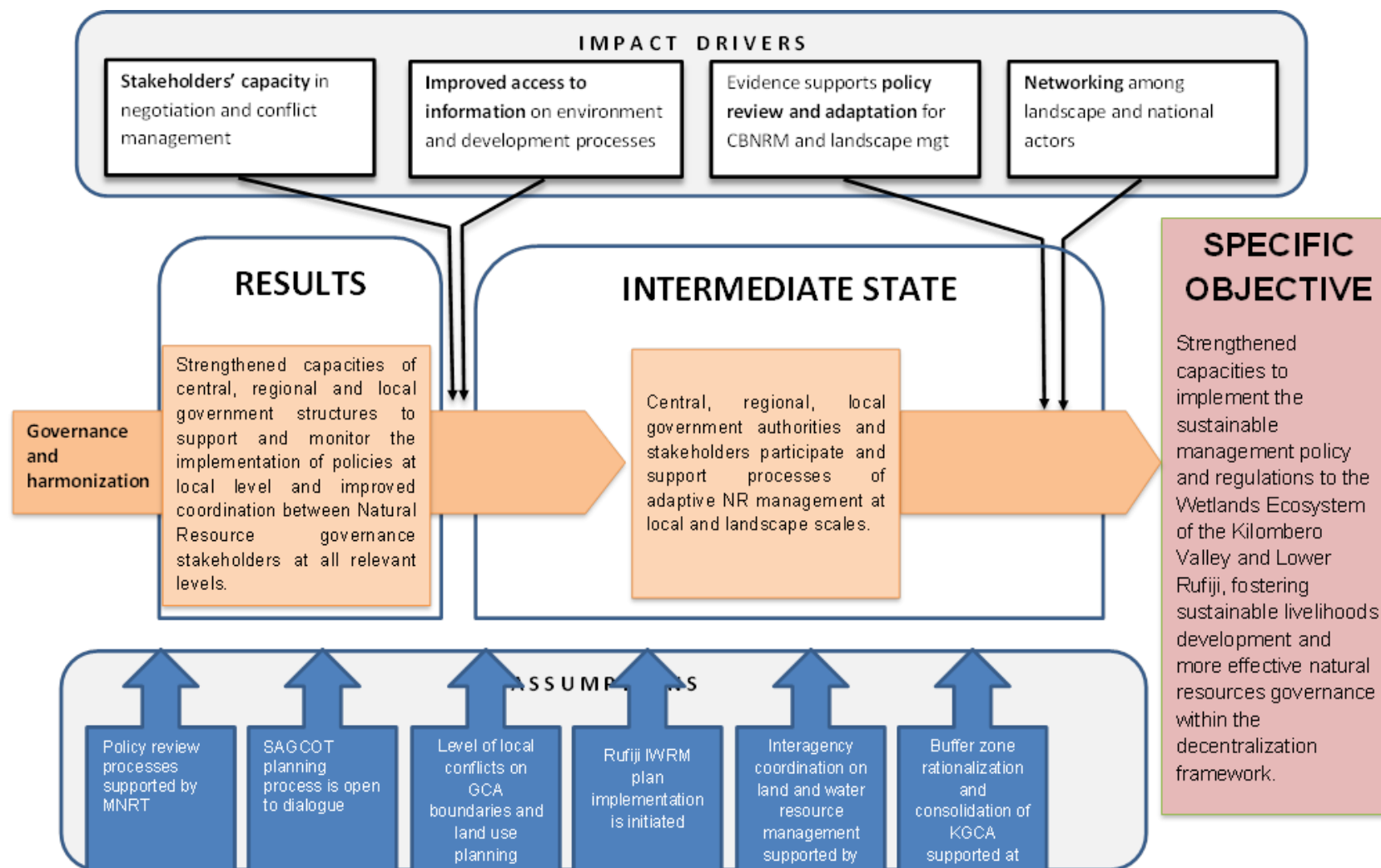


5. Given the results of the study, the consultants confirm the feasibility of PFM (in this particular case JFM) in consideration of the following points:
6. Adherence to the calculated total annual sustainable yield (average 2.2 m<sup>3</sup>/ha/year), specifically to 1.5 m<sup>3</sup>/ha/year for the total volume of marketable species and 64% as useful volume of marketable species (i.e., 50% boles and ca. 14% parts that can be converted to charcoal)
7. Marketing of timber species which currently already have a market value in Tanzania is possible over the next years; value can and should be added through processing of timber, charcoal production and marketing of lesser-known species
8. Communities are willing to get organized, to form a cooperative and are interested in managing the forest with KVTC under a clearly defined management framework
9. KVTC is willing to cooperate with communities and invest time and resources in capacity building, preparation and organization, provided they receive assistance in the form of external support (e.g., from BTC)
10. External support (i.e., BTC, NGOs or other development partners) is committed to investing in community capacity building, formation and accompanying the JFM process
11. Improvement of the forest stand quality through silvicultural measures in the long run in order to guarantee a long-term, sustainable annual cut of high value commercial tree species

The study is due for restitution to MNRT and LGAs to support for validation and confirmation of interest to move forward.

KILORWEMP in consultation with KVTC, LGAs and NFBKP shall develop a concept which would further support scaling up options to VFRs.

#### 4.4.3 Change pathway (3) – Governance and harmonization



## 4.4.3.1 Progress of indicators

Intermediate states	Indicators	Baseline values	Value end 2014	Comments
<p>IS 3.1</p> <p>Central, regional, local government authorities and stakeholders participate and support processes of adaptive NR management at local and landscape scales.</p>	IMP effectively implemented and monitored	Draft outdated IMP not endorsed nor implemented.	Unchanged	
	CBNRM plans and systems are monitored, adapted, scaled up and financed by LGA, MNRT, PMO-RALG.	PFM monitoring system reasonably in place	Unchanged. Evidence of ad-hoc monitoring and tangible problem solving by RAS/MNRT exists for the target sites (see above).	
	KGCA is effectively managed on the principle of wise use.	WD established Ramsar Unit (1 staff) in 2013 with dual role in KGCA and Ramsar site. KGCA management is not guided by a management plan but through annual budget plan of MNRT and ad-hoc management.	Unchanged. Allocation of own resources by MNRT has increased as reported above.	
	Stakeholders' views taken into account in decisions on landscape resources	Ad-hoc consultation processes mediated by LGA and GoT agencies	Unchanged. No structured platform exists and tensions across multiple land use agendas have risen.	
	Stakeholders access to information and knowledge on the wetland and development processes	No established platform or system/process for sharing information beyond regular LGA and GoT functions.	Unchanged. Two key monitoring and assessment projects under way by other parties (USAID EFA and German BMB project)	
	Stakeholder networking increased at local and landscape levels	Networking among stakeholders (CBOs, CSOs, private businesses) is fairly limited and mostly to LGA relations	Unchanged as far as project contribution is concerned.	

Result 3:	Strengthened capacities of central, regional and local government structures to support and monitor the implementation of policies at local level and improved coordination between Natural Resource governance stakeholders at all relevant levels.	TARGET YEAR 2017	Baseline Value	Value end 2014	Comments
3.1	N of policy review and adaptation processes supported by analysis and evidence generated by the project in relevant domains (wetlands, game controlled area management, buffer zone management, etc.)	2	0	1	Support to wetland regulation initiated.
3.2	Integrated Management Plan for Kilombero Valley formulated and under implementation	1	0 <sup>18</sup>	0	Activity at the very early stages of planning and implementation.
3.3	Kilombero GCA General Management Plan formulated and under implementation	1	0	0	KGCA is not yet formally established under the requisites of WA2012 and does not have a GMP. Planning process at the very early stages.
3.4	Information and analysis for wildlife management and ecology generated and feeding planning processes.	n/a	n/a	n/a	The indicator refers to information generated by project. Activity not yet started.
3.5	Land use planning guidelines for buffer zone and landscape connectivity produced	n/a	n/a	n/a	The indicator refers to output generated by project. Activity not yet started.
3.6	Stakeholder coordination platforms and processes at landscape level established and operational	2	n/a	n/a	Project has been engaged mostly in internal GoT planning and review processes.
3.7	Increased participation of and two-ways consultations (top-down/bottom-up) of local residents in wetland related planning processes and CBNRM via local governance systems	n/a	n/a	n/a	The indicator refers to output generated by project. Activity not yet started.
3.8	Increased awareness of local residents of wetland values and ecosystems services	n/a	n/a	n/a	Baseline survey to be contracted out.
3.9	Increased technical capacity of LGAs, WD and regional administration to support landscape and local level NRM processes	n/a <sup>19</sup>	n/a	Detailed baseline benchmarks and priorities	The project M&E system needs to produce an aggregate index for CB dimensions across the multiple domains to be supported.

17 SOME OF THE INDICATORS, HENCE TARGETS, FOR THIS RESULT AREA ARE QUALITATIVE

18 A DRAFT IMP WAS PREPARED BY THE KVRIS PROJECT IN 2010-11 BUT NOT COMPLETED AND BEFORE THE CHANGES IN THE LEGISLATION (WA2012) AND PROPOSAL TO REVISED THE BOUNDARY OF THE KGCA. IT IS OUTDATED AND NEEDS COMPLETE REVISION

19 BENCHMARKS EXPECTED TO BE ESTABLISHED WITH CAPACITY AND TNA EXERCISE ROLLED OUT IN Q1/2014.

				established with CBTNA study for BI institution	
3.10	Project M&E system operationalized and supporting project review, adaptation and institutional learning.	On track	On track	On track	M&E matrix, guideline and reporting system in place. R#3 data collection survey not yet initiated.

#### 4.4.3.2 Assessment of assumptions.

Assumptions	Baseline assessment (2013)	Current assessment
Policy review processes supported by MNRT	<p>The assumption touches on several aspects:</p> <ul style="list-style-type: none"> <li>CBNRM related policies and especially WMAs. The BLS recommended a simplification of the laborious planning requirements. Other fora/actors are also raising similar or related expectations, such as multiplying revenue stream options for the WMAs (especially by coordinating PFM provisions) to strengthen their sustainability.</li> <li>GCA related policy gaps have been identified and included in the General Workplan for support by the project (see policy review activity). These gaps are well established and known by WD.</li> </ul>	<p>MNRT has confirmed the areas of interest for policy review/development: GCA regulations and wetland regulations.</p> <p>Inter-sector coordination appears problematic and there is very little appetite for that. The project proposed a process to harmonize parallel wetland regulations developed by MNRT and VPO; however no momentum could be established on that. Dialogue may improve with the future presence of VPO in the JLPC.</p>
Rufiji IWRM plan is initiated	The IWRM at catchment scale framework is still at technical assessment stage and needs to build an institutional capacity from low levels. The preparation of the IWRM plan has been completed. DFID has in pipeline support to Rufiji Water Authority to develop institutional capacities towards implementation.	IWRM with DFID support is moving to a phase 2. Another critical water related initiative is supported by USAID under their irrigation project: environmental flow assessment of the Rufiji Basin. Little coordination appears to exist among different initiatives at this stage.
Buffer zone rationalisation and consolidation of KGCA supported at political level	<p>There is a clear political dimension of the KGCA. Politicians (e.g., local MPs) have voiced support for increased land access in the valley in government fora. The political momentum shaped by the GoT BRN initiative/Klima Kwanza are driving the momentum now.</p> <p>The KGCA stands now in a policy semi-vacuum as its re-establishment under the new Wildlife Act 2012 was not completed as mandated. MNRT has requested the Attorney General office to confirm an extension of the terms under the Act.</p>	The conflicts of agendas around the BZ and the pressure for land conversion have grown strongly. Inaction by MNRT compounded by the project's delayed inception of landscape activities has not helped. GoT authorities on the other hand have by-and-large reaffirmed in a few consultations and positions the intention of preserving the KGCA.
SAGCOT planning process is open to dialogue	The SAGCOT SRESA and Environmental and Social Management Framework were reviewed by a national stakeholder workshop last October and endorsed. The WB support programme is under final approval at the Bank.	SAGCOT has not yet evolved into a coordination platform with direct bearing on field reality. The WB support project is still in pipeline. There is lack of coordination among a growing number of investments in agriculture in the KQRS, proceedings at various scales and speed. Large scale, donor

	MNRT has been peripheral in the process and is not member of BRN. However this situation appears in the process of changing at the time of reporting.	supported interventions (e.g., USAID's) proceed with some consultations; this may not be the case for a multitude of small and medium scale investments in land conversion and farming.
Level of local conflicts on GCA boundaries and land use planning manageable	The KGCA boundary reconsolidation exercise has not been completed yet. Site specific conflict areas exist. The process requires renewed leadership from MNRT and political dialogue to confirm the policy priorities.	<p>Boundary conflicts about the GCA boundary seem to be of pinpoint nature and have been addressed through ad-hoc adaptations by MNRT (i.e., case of one USAID/BRN farm).</p> <p>However wider conflicts of agendas exist around the BZ whose tenure is uncertain and contested.</p> <p>The status of VLUPs remains sometime a moving target as VLUP can be revised ad-hoc due to site development plans/investments; a large scale process WB financed NLUP implemented has also taken place seemingly without being captured in existing available data at LGA level.</p> <p>The project has supported the issuing of VLUP certificates to 10 villages (Ulanga portion of Iluma WMA) which would contribute to security of tenure.</p>

## 4.4.3.3 Progress of main activities

	Activities	Progress during the reporting period	REMARKS ON WAY FORWARD	Ahead of time	On time	Delayed	Critically delayed
ER1	<b>Governance and harmonization</b>						
A0301	Baseline assessment	COMPLETED			X		
A0302	Support to policy review	<u>Wetland regulation</u> <ul style="list-style-type: none"> <li>VPO and MNRT have so far moved along parallel lines in developing two draft. Regulations for wetlands. The PIU prepared a think-tank piece<sup>20</sup> to support policy review towards preparing Wetlands Regulations. The piece was reviewed by a WD meeting in April 2014 which recommended further inputs from MNRT and subsequent sharing with VPO towards harmonising the two available drafts. However, the subsequent annual workshop by WD directed to proceed with a regulation within MNRT's jurisdiction only.</li> </ul>	<ul style="list-style-type: none"> <li>Policy review dialogue with VPO needs to be strengthened.</li> <li>Two agreed areas of focus for the project will be: (1) wetland regulation; (2) GCA regulation.</li> <li>A capacity building package on policy issues will engage MNRT staff in exploring alternative models for management of complex wetland landscapes.</li> <li>GCA and BZ/corridor regulations: Parliamentary Committee requested to speed up process of regulation drafting due to delay accumulated by MNRT. Feasibility of achieving quality outcomes in a very complex domain warrants consideration. MNRT propose in February 2015 to pursue three regulations (GCA; Corridors; wetlands. Budgeting, cost-sharing, timelines need confirmation.</li> </ul>			X	
A0303	Support to Integrated Planning of Kilombero Valley Ramsar site	<ul style="list-style-type: none"> <li>Most work by the PIU in the reporting period was spent in developing the project strategy towards landscape level systems. These were generally referred to in the TFF but the project lacked a coherent</li> </ul>				X	

20 THINK PIECE ON WETLAND REGULATIONS. DISCUSSION NOTE PREPARED BY KILORWEMP PIU FOR INTERNAL MNRT/WD REVIEW FILE VERSION : DRAFT 15 APRIL 2014

		<p>design on par with developments in the context.</p> <ul style="list-style-type: none"> <li>▪ Informal stakeholder consultations were undertaken at national and regional level (RAS, MNRT, donors, NGOs).</li> </ul>				
A0304	Support to Kilombero GCA management	<p>As above, task awaiting full funding via EU co-financing.</p> <ul style="list-style-type: none"> <li>▪ A preliminary exercise to start the review of boundary data for the KGCA was postponed at the request of WD which preferred fielding of a comprehensive and continuous exercise of boundary demarcation once full funding will be available.</li> <li>▪ PIU reviewed technical standards for GMP of Game Reserves. No GR has a working management plan with the partial exception of Selous.</li> <li>▪ The MNRT TF reviewed and produced a standard and roadmap for the boundary consolidation exercise. BTC contributed an input towards meeting international accepted standards in conflict resolution for PAs.</li> <li>▪</li> </ul>	As above.			X
A0305	Support to land use planning coordination and buffer zone	As above	As above			X
A0306	Support to information for wildlife management and ecology	<ul style="list-style-type: none"> <li>▪ Activity scoping delayed. Risks of duplication of effort due to multiple interventions in the target area, and chiefly Environmental Flow Assessment by USAID and environmental monitoring by German funded project (see table of activities).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Scoping to be achieved through initial assessment foreseen under IMP and GMP activities. It will require establishment of platforms to avoid duplication of efforts.</li> </ul>			X
A0307	Support to landscape stakeholder platforms	<ul style="list-style-type: none"> <li>▪ Establishment of Landscape Stakeholder Forum delayed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ WD needs more leadership on this.</li> </ul>			X
A0308	Support to public awareness on	<ul style="list-style-type: none"> <li>▪ With the occasion of the visit by the</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>			X



	wetland values	<p>Belgian Ambassador to the project (June 2014) an event was organized involving 10 villages which had obtained land use certificates. The event and the project with its connection to wetland management obtained wide coverage in the local press.</p> <ul style="list-style-type: none"> <li>Radio awareness tasks scheduled for this year are still outstanding.</li> </ul>				
A0309	Technical capacity building	<ul style="list-style-type: none"> <li>The project worked on two levels: (1) develop a comprehensive capacity building plan to be implemented throughout the project lifespan. (2) kick-start hands-on capacity building tasks of immediate relevance.</li> <li>The project completed a capacity development and training needs assessment for the Beneficiary Institutions (LGAs, RAS, MNRT, CBOs, VEOs, WEOs). The exercise was carried out in collaboration / cofounding with the BTC Scholarship. The exercise and further reviews led by the PIU produced an OD plan for the BIs which embeds capacity building support in organizational performance plans (beyond skills development). The overall process was delayed by execution delays and at times cumbersome dialogue with counterparts due to novelty of OD perspective.</li> <li>The project team attended a regional conference on wetland management co-sponsored by BTC, which presented case studies from all over Africa.</li> <li>NPC attended an orientation session at BTC HQ on BTC systems</li> <li>DFOs from 3 RDCs participated for training purposes in the forest inventory of KVTC scheme.</li> <li>Exchange visits for LGAs were organized on forestry management (SULEDO) and</li> </ul>	<ul style="list-style-type: none"> <li>Roll out plan in packages via procurement of services from providers.</li> <li>The project will also avail of additional resources from the BTC Scholarship project.</li> </ul>		X	

		<p>land titling (Mbeya).</p> <ul style="list-style-type: none"> <li>A large number of VGS of the two target WMAS underwent training at MNRT center.</li> </ul>					
A0310	Project Monitoring	<ul style="list-style-type: none"> <li>The project team was trained for 5 days in M&amp;E and result based monitoring by BTC HQ.</li> <li>The M&amp;E framework was fine-tuned with a data collection matrix.</li> </ul>	<p>Data collection towards consolidating the annual result report.</p> <p>Annual review event.</p>		X		

#### 4.4.3.4 Analysis of progress made

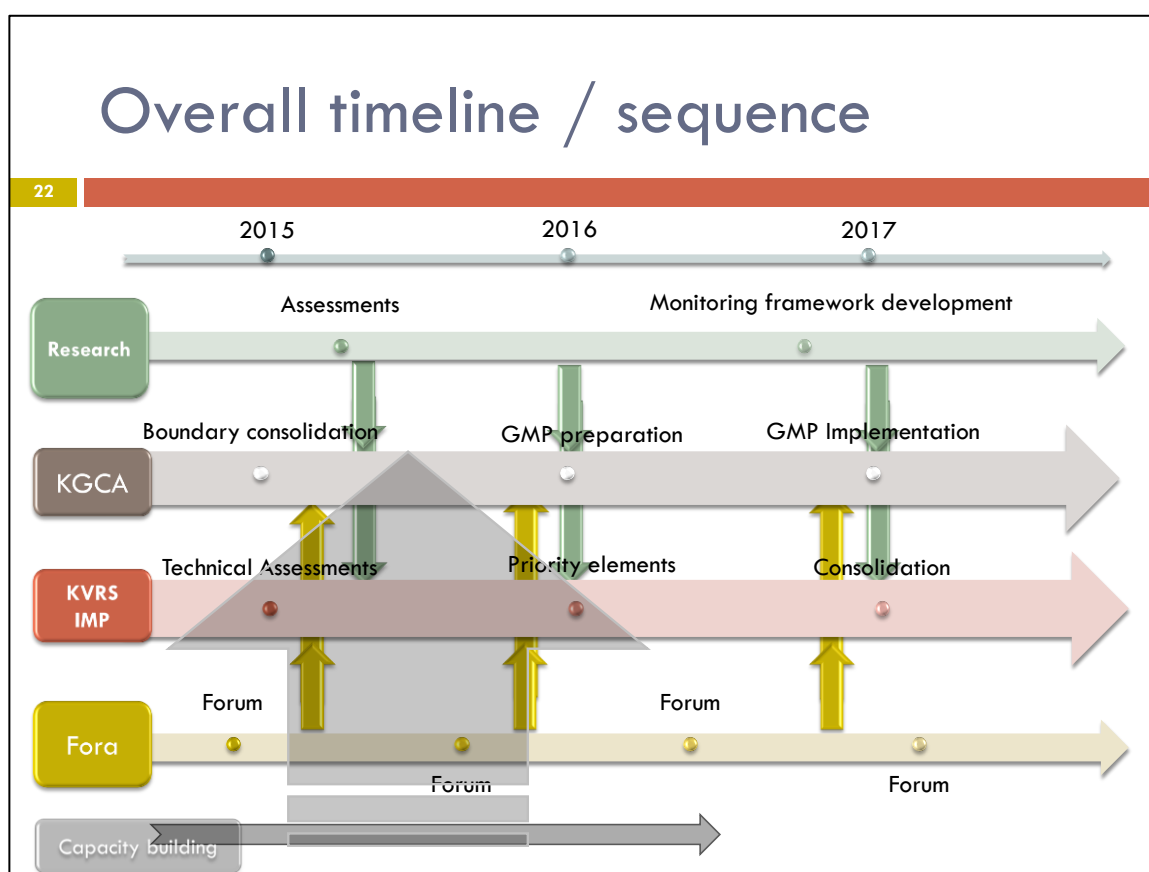
This project component is delayed for the reasons discussed above. The reporting period has been taken up by preparatory activities and the kick-off of the initial steps of technical planning and assessments of some of the activities.

We present below:

- The scoping and key issues of the activities on
  - policy review
  - KGCA consolidation
  - Capacity Building
  - Support to governance
- The summary technical plan for engagement of service providers and technical planning.

The following figure shows the overall timeline of R#3. We refer here also to the note of caution included above in this report, concerning the realistic expectations of timeframe due to the delay accumulated for the signature of the BTC-EU confounding agreement.

**Figure 5. Overall timeline and linkages of R#3 activities**



#### 4.4.3.5 Policy review

The formulation of a wetland regulation can have profound implications for the management of complex wetland sites such as KVRs. This site will encompass a smaller KGCA and mostly village land around it. It lacks a suitable regulatory reference to

harmonize land and resource use across multiple land tenure systems. The PIU's discussion note on the two available draft regulations proposed the following points for review.

1. The wetland sector coordination roles of MNRT to VPO, under EMA2004 need articulation in more tangible terms. The two draft regulations could be conveniently reviewed and consolidated into one.
2. Both drafts consider a CBNRM based wetland management system. This is in line with a number of sector policy/legal frameworks. However, there are at least two implied assumptions to be confirmed to make the regulation implementable:
  - a. There is neither an accepted framework nor much experience for integrating sector-specific CBNRM systems (i.e., WMA with PFM and BMUs). The draft MNRT regulation includes a general definition of "joint-management" without a practical provision.
  - b. The rolling out of a CBNRM-based system across vast areas would require large financial resources and a strong devolution momentum. There is a need to assess the implications of the lack of a coordinated national DeNRM agenda on the effectiveness and scalability of the SWM (CBNRM based) wetland management model, which assumed the DeNRM policy context. If wetland management is to continue along CBNRM lines, there is a need to identify more realistic goals.
3. The present draft regulations propose three wetland site management categories, all PA based, which do not seem to offer a suitable regulatory framework to complex landscapes such as KQRS (and possibly the other three RAMSAR sites), with multiple jurisdictions in need of coordination and harmonization.

This review process has been of low and unclear momentum. MNRT/WD major leadership transitions did not help. The establishment of the project TF will help internal coordination and project contribution to this domain.

However, further consultations have confirmed that it is very difficult within the present structure to look at jurisdictions beyond MNRT's (i.e. to pursue cross sector land use harmonization as required by Ramsar sites). It is an issue of reflection whether the anchorage of the project within a line agency is suitable to pursue cross sector policy harmonization. The KILORWEMP JLPC deliberates to include VPO among its members, hopefully providing a stronger foundation for effective contribution by the project to policy review and development.

The establishment of TAWA and the likely transfer of the project's affiliation to this Agency, would require further adaptation of the project's linkages, because wildlife policy would remain a purview of the WD rather than TAWA.

#### **4.4.3.5.1 KGCA Consolidation**

The MNRT Task Force<sup>21</sup> reviewed the background and confirmed the approach and standard for the consolidation exercise. The situations of the GCA boundaries and of the Buffer Zone are seen as distinct.

The boundary review exercise carried out by TAWIRI in 2011 was a desktop exercise, not based on the actual situation on the ground. That assessment is still the starting point.

MNRT (via RAS and LGAs) carried out a demarcation exercise in 2012. This produced a set of coordinates based on field survey. Temporary marks were erected. They may not be all available now. Only survey points are available, no detailed boundary description; survey points collected by the project show some inconsistencies. The then survey team introduced some diversions from the overall TAWIRI plan, based on consultations and field appraisals. Some village subdivisions have meanwhile occurred. The exercise was not completed. It took place jointly with the livestock eviction operation, the team was overloaded and conflicts flared. A stretch of the boundary was not surveyed. Some

<sup>21</sup> Minutes of MNRT TF Meeting, 2 October 2014

minutes are missing, other minutes have been approved by the wrong authority. Some VLUPs clash with GCA boundary. Sometime surveyed boundaries are different from VLUPs. VLUPs are in a variable status. Not all were approved by NLUPC. Synthesis reports at MNRT are available with identification of problem areas. Detailed reports and supporting agreements should be on file at MNRT but this needs validation.

More than 350 km of boundary need to be demarcated. The exercise needs to be preceded by a validation of available data from the previous exercise (see figure below).

The overall regulatory framework (GCA regulation) is missing and this has compounded the situation: lack of policy clarity has hindered field progress and lack of confirmation of GCAs has hindered policy clarification (the Wildlife Conservation Act 2009 mandated MNRT to produce an assessment of viable KGCA within one year, not completed). MNRT's standpoint is that the original GN demarcating the GCA still stands. The government does nothing more than confirming the law: assessing the boundaries of GCAs, releasing heavily settled areas, and demarcating areas that are still intact. In cases of conflict (there where law was maybe not applied before), transparency should be included in the process that deals with the issues. Village land is to be excluded.

GoT has been challenged in court: some court cases are ongoing now, for example concerning resettlement of livestock keepers. However, the legal point is that the revision of the boundaries constitutes an alternation of the boundaries, not a de-gazetting of the GCA.

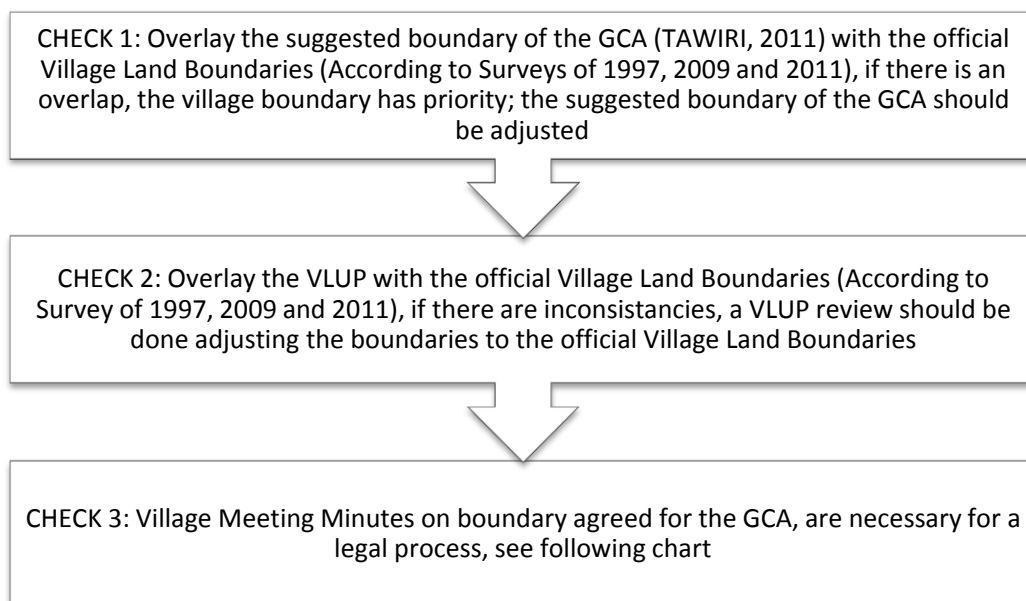
The areas to be excluded from the GCA will remain within a Ramsar designation. Tanzania committed to the Ramsar Convention by designating 4 sites. However the legal framework to translate this into the national system is hazy. A policy clarification is needed.

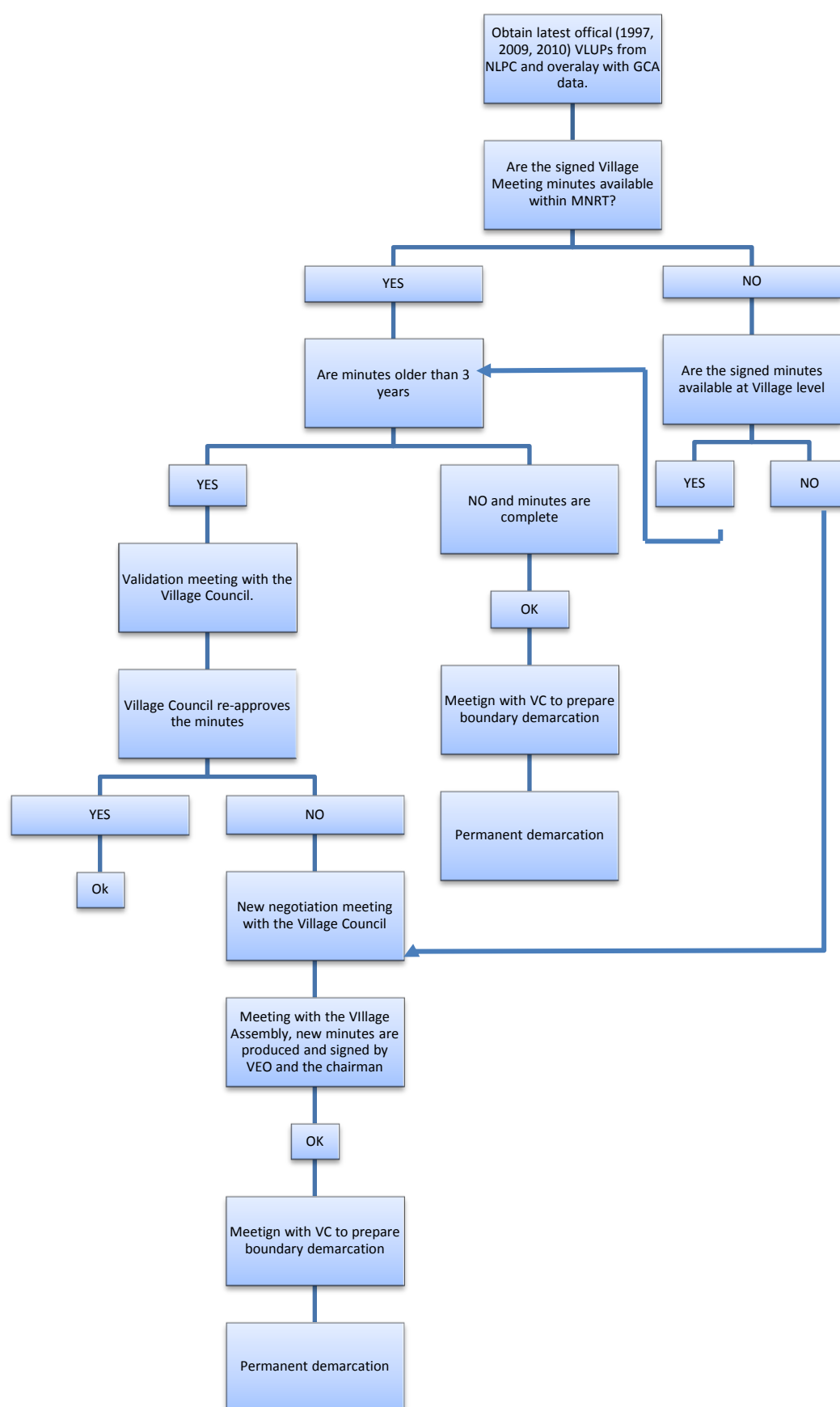
The legal status of the Buffer Zone is hazy:

- The 2012 exercise produced a broad identification of the BZ (broad mapping) but no boundary points were surveyed for the BZ.
- VPO issued an instruction in 2012 requesting to respect the GCA and BZ designations.
- Within MNRT's intentions, the proposed buffer zone around the proposed GCA (section 74, WCA 2009) is not the same as the 500 m borderline included in protected land (section 22 WCA 2009). The idea in 2012 was the BZ is to be established on general land or on village land, as an extra protection outside the protected area. "Protected land" could be pursued under the Land Act. However this is likely to be rejected by villagers. And indeed pressure has been mounting on keeping access to this area for farming.
- It appears evident that the 2012 exercise, with regard to the BZ, proceeded without a robust vision of the relevant policy and regulatory framework for the BZ. With hindsight, the exercise would have looked more clearly at the option of establishing a BZ within the revised GCA boundaries: the option is established in principle within the WCA2009; however it lacks a regulatory framework.

The corridors across the KVRs between the GCA and Selous need to be factored in the consolidation exercise. Corridors are all on village land. However a lot of the corridors disappeared in reality. Satellited wetland habitats (e.g., Kibasila swamp, Mhingo (check name) and Kisegese) of biodiversity value are involved in these corridors. Only the Ruipa corridor still serves as a real corridor, partially because it is not very viable agricultural land. Currently some new sugar cane farms are requesting for land, if they will be allowed the corridor won't serve anymore. VLUPs sometime are revised on the initiative of investors and this may preclude coordination. The legal and technical viability of these corridors will be subject to an ad-hoc assessment.

**Figure 6. Summary of preliminary data collection and checks for KGCA boundary**



**Figure 7. Proposed work flow for KGCA consolidation**

#### 4.4.3.6 Capacity building

The original project concept foresees the injection of funds through LGAs and MNRT in delivering their services, supported by TA inputs. Meanwhile BTC revised its approach to capacity development through the Scholarship Project (a long established programme of BTC), focussing on organizational development goals beyond individual skills development, the project contracted out the assessment of capacity building needs. The two project co-financed an assessment<sup>22</sup> which was carried out through a participatory engagement of the project team and especially the DPTs and DFTs. The study considered capacity across multiple dimensions of organizational and system performance.

The main observation is that there does not exist an overarching CBNRM strategy at national level. The policies are scattered over the different sectors (wildlife/wetland/TAWA, TFS/Forestry) within different Ministries (MNRT and Ministry of Livestock and Fishery). Though there has been considerable investment from several projects (DANIDA, WWF and GIZ) into the approach, the government is still hesitant to fully adopt this process and integrate it into the mainstream. Technical guidelines are fragmented and partial.

From the assessment transpired the following performance gaps related to result area 1: Staff of each sector (wildlife, forestry, fishery, land, etc.) has sufficiently internalized the legal steps to follow and are able to apply them to establish the concerned CBNRM unit. However, the capacity and ownership of the WEOs and VEOs as well as the communities is very weak. The omission to involve minorities of the population and pastoralists from the beginning leads to conflicts later in the process. Boundary disputes between communities and protected areas are many. Bad documentation, record and map keeping also leads to misunderstandings regarding the boundaries.

In result area 2 LGAs have not been prepared for developing strategies, understanding and skills regarding creating an enabling business environment, revenue collection, conflict management, contract management, value chain, markets and business plans. There are no clear guidelines to help the DFTs and the communities to sustainably use and manage the units. At the same time, there is an underlying issue of individual benefit versus communal benefit in poor communities for especially the fisheries, which makes it hard for the patrollers to enforce the by-laws and sanction the rules to ensure protection and sustainability.

In result area 3 the lack of a common vision amongst the sectors on wetlands management and CBNRM. In addition, cross sector linkages and linkages between line agencies and other stakeholders, such as civil society and businesses are of limited effectiveness, making it hard for the different parties to have access to information, to voice their concerns, to participate in dialogue and debate.

This resulting plan<sup>23</sup> intends to align resources, approaches and efforts by the projects to the intuitional goals and structure of each of the beneficiary institution. The rolling out of the plan itself may amount, to an organizational change process. The approach focussed on organizational performance is in line with institutional development and sector strategies and policies of GoT.

This organizational development (OD) lens is often new in the context, where capacity development is mostly perceived in terms of individual staff's skill development. As a result of earlier practice, beneficiary institutions' staff members have high expectations for individual training and skill development as core support. There are a number of reasons for that, which may include: (a) career advancement expectations linked to training; (b) established practice and lack of awareness of the broader picture of capacity dimensions; (c) weak commitment by the organizations' leadership to OD goals and practices; (d) material incentives built within training programs; etc.

Individual skills are indeed critical ingredients of organizational capacity. However, it is unlikely that well trained staff may perform well in a weak organizational or institutional

22 EMJEE CONSULT. CAPACITY BUILDING & TRAINING NEEDS ASSESSMENT. TECHNICAL REPORT. 188 PP. MNRT/BTC KILOWEMP PROJECT & SCHOLARSHIP PROJECT. DAR ES SALAAM. JULY 2014.

23 KILOMBERO AND LOWER RUFJI WETLANDS ECOSYSTEM MANAGEMENT PROJECT CAPACITY BUILDING AND ORGANIZATIONAL DEVELOPMENT PLAN. DECEMBER 2014.

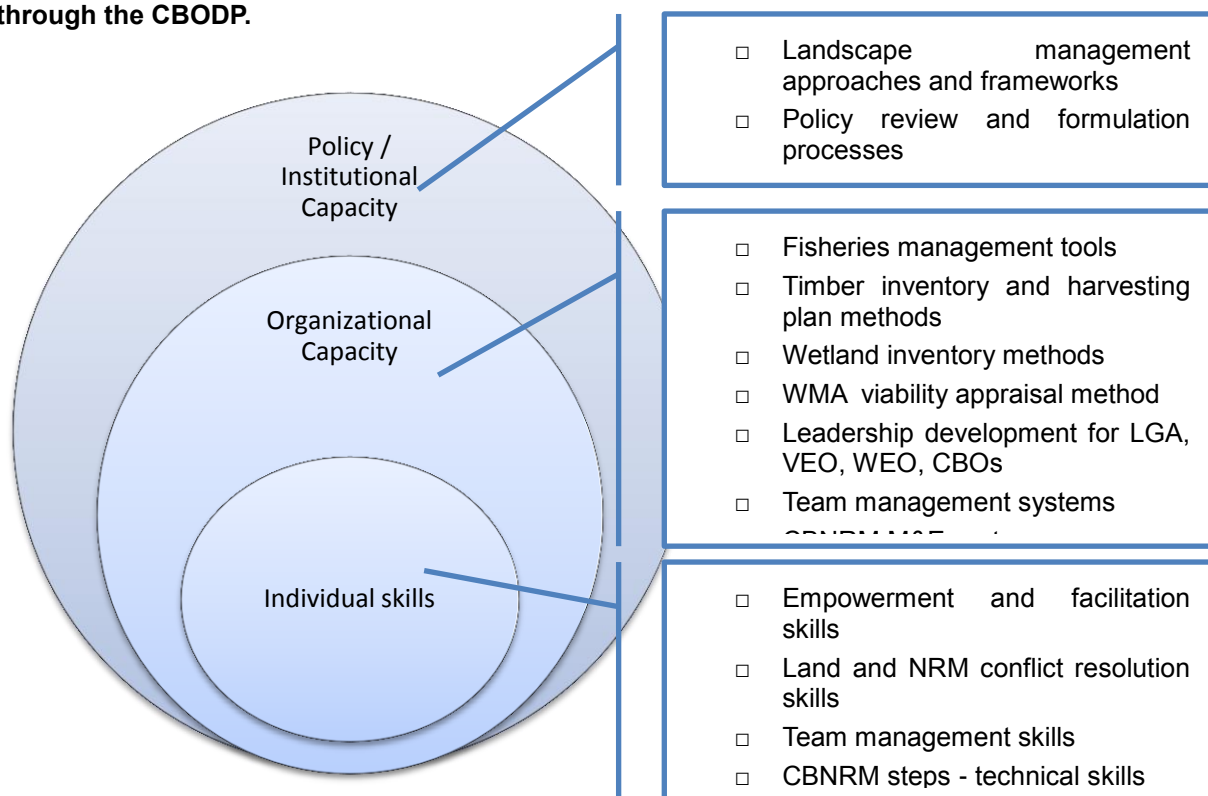


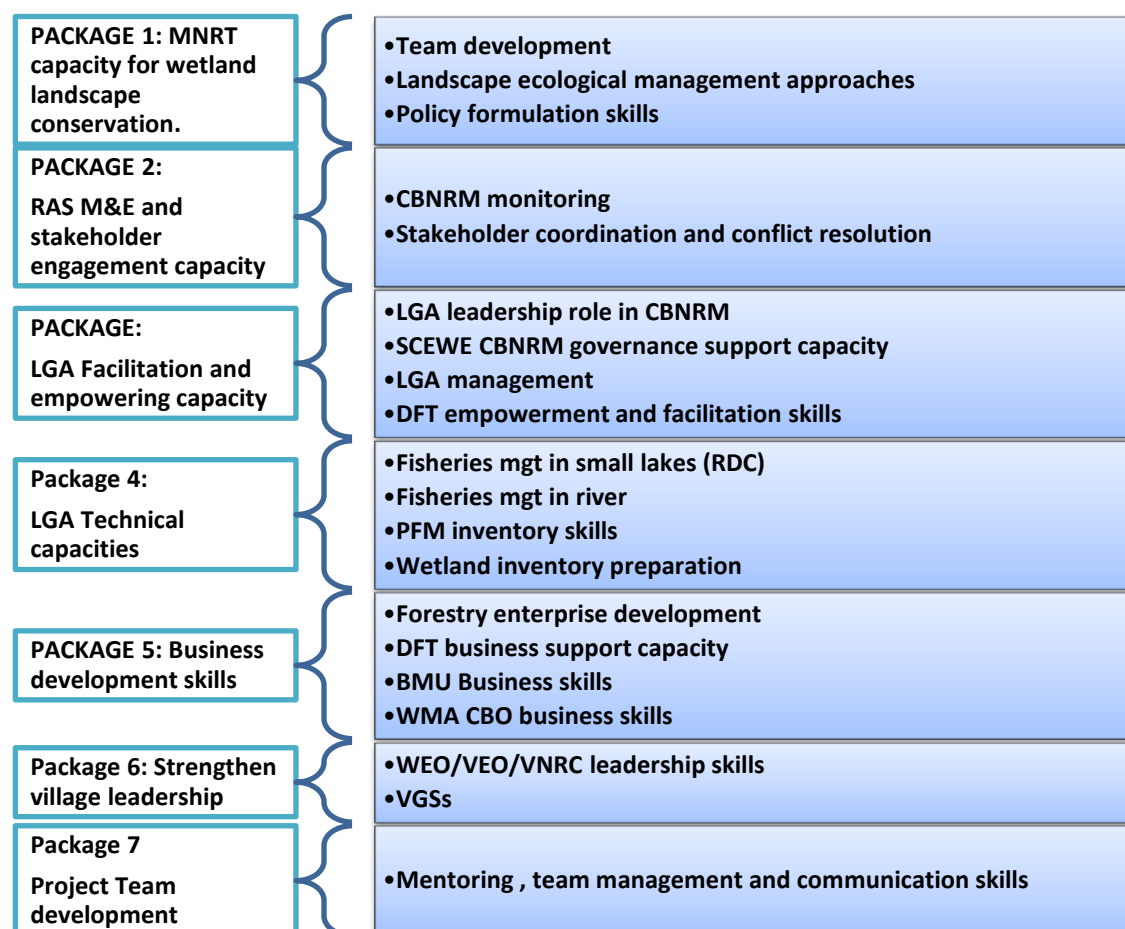
context. Likewise, training typically delivered just via skill development workshops (the most common form of capacity building) often fails to leave behind a real organizational impact and is often bound to be repeated, not necessarily leading to sustainable changes within an organization.

The plan foresees that most learning will take place through an action research/action learning approach rather than a traditional workshop/ instructional approach.

The Implementation of the CBODP is expected to be closely aligned with the implementation of other project tasks. In particular the project team has developed an indicative long term schedule of events/activities for the R#1 and R#2 areas, i.e., a project “roadmap” exercise. The roadmap lists the sequence of service provision activities leading to expected results for each of the specific target areas. It allows then to synchronise CBOD inputs along this sequence.

**Figure 8: Focus of capacity needs/ priorities at different levels addressed through the CBODP.**



**Figure 9. Overall structure of the CB plan**

#### 4.4.3.6.1 Support to performance of service delivery and CBO networking and governance.

We summarise here the recommendations with regard to scoping this future task, produced by the CTNA study<sup>24</sup>. This assessment focussed on a plausible and constructive role by civil society organizations, as a complementary pillar, to strengthen the effectiveness and accountability of the delivery of local government services which are pursued under the other result areas of the project.

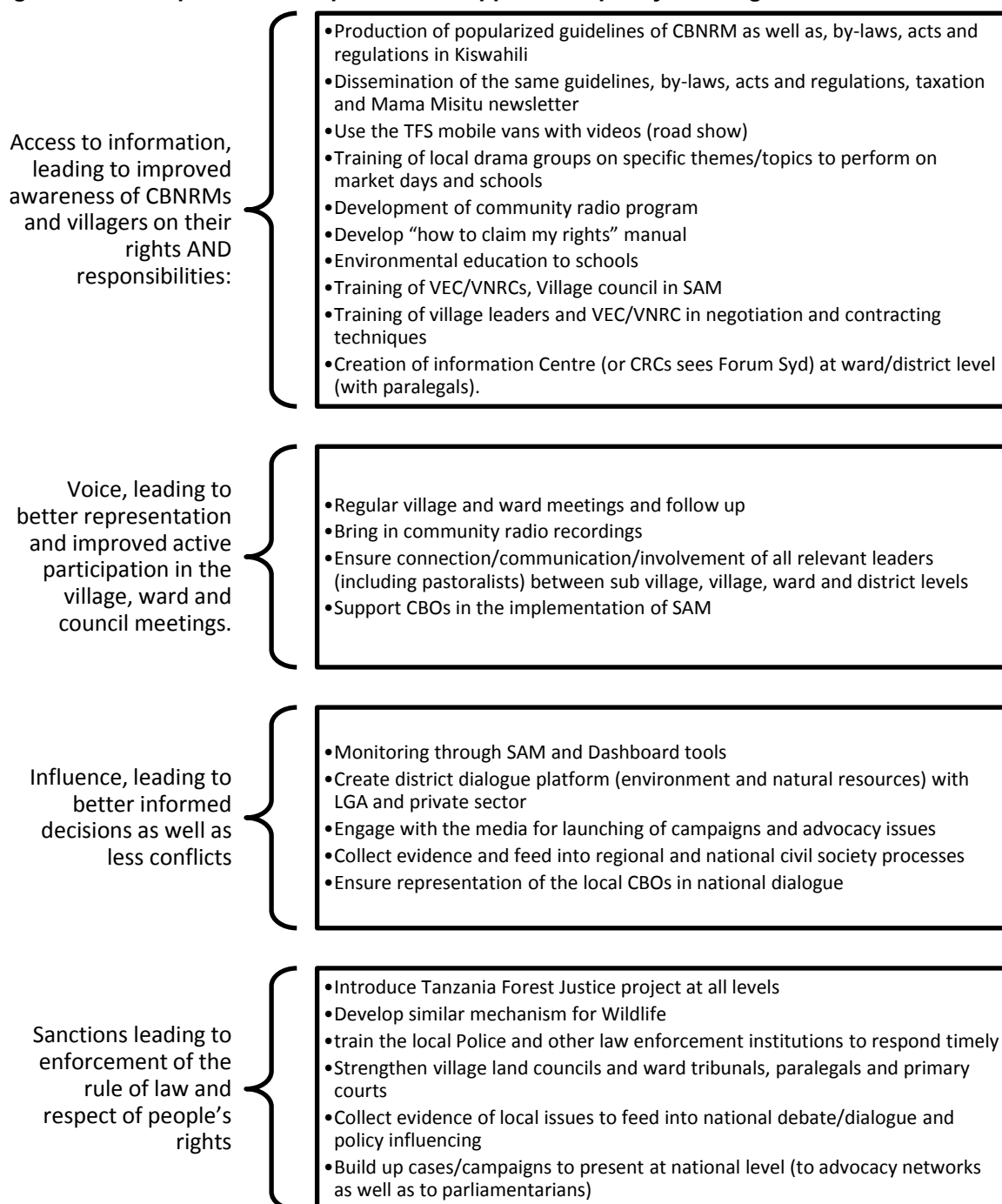
The study reviewed the sector at national level and the reality on the ground in the project area.

The study recommended engaging service providers under one of the following options:

- Option 1: Call for proposal to select several CSOs to form a consortium: one lead and 2-3 others with specialization in WMA, BMU, PFM and VICOBAs.
- Option 2: Call for proposal to select several CSOs to form a consortium: one lead and 2-3 others with specialization in WMA, BMU, PFM and VICOBAs.
- Option 3: Combination of all through FCS and TFF as funding mechanism to manage the grants to deliver to the locally based organizations including an IDOD budget.

The following summarises the substantive scope of work proposed (Options).

24 CAPACITY BUILDING AND TRAINING NEEDS ASSESSMENT REPORT, EMJEE CONSULT, JULY 2014

**Figure 10. Options for scope of NGO support to capacity building.**

**Table 6. Technical planning of R#3 activities.**

ACTIVITY	PIU	MNRT Task Force	RAS	LGA	Overall project scope of work identified	TOR formulated	MNRTAS plans available	CONTRACTED INPUTS
Support to policy review	Coord	Task Lead (MNRT Legal Unit)			Support to MNRT-led processes for the preparation of GCA regulation and wetland regulation.	Timeline of events and initial drafts available from MNRT	Yes	POTENTIAL: Short term TA for <ul style="list-style-type: none"> <li>policy analysis and formulation (studies)</li> <li>facilitation of workshops and consultations</li> </ul>
Support to Integrated Planning of Kilombero Valley Ramsar site	Coord	Task lead	Task lead	Task lead	<p>a) Land cover and habitat mapping (remote sensing and GIS development) focused on biodiversity values</p> <p>b) Conflicting land uses in KV:</p> <ul style="list-style-type: none"> <li>Assessment of pastoralist system and conflicts between pastoralism and other forms of land use.</li> <li>Wildlife connectivity across the landscape, status of corridors and potential and requirements for restoration and management</li> <li>Guidelines for land use conflict harmonization outside the KGCA and for the prevention and management of people-wildlife conflicts</li> </ul> <p>c) Fisheries:</p> <ul style="list-style-type: none"> <li>Frame survey in the Kilombero river mainstream</li> <li>Economic and value chain survey of the artisanal fisheries sector in the Kilombero river</li> <li>Fisheries management: Appraisal of</li> </ul>	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>Multidisciplinary medium term TA team inputs:</li> <li>field surveys and consultations</li> <li>physical planning studies, sector studies, development of guidelines</li> <li>facilitation of stakeholder events</li> <li>establishment of GIS system</li> </ul>

					<p>management requirements to enable the fishing community will be allowed to continue fishing in KGCA.</p> <p>d) Biodiversity conservation and management:</p> <ul style="list-style-type: none"> <li>▪ Requirements for the preparation of a GMP for KVCA</li> <li>▪ Species site conservation plan for puku.</li> <li>▪ Ecology information: establishment of requirements for wetland biodiversity value assessment and long term ecological and conservation monitoring.</li> </ul>			
Support to Kilombero GCA management	Coord	Task lead			<p>Activity in 3 steps:</p> <ol style="list-style-type: none"> <li>1. Boundary Consolidation</li> <li>2. Preparation of GMP</li> <li>3. Implementation of GMP</li> </ol>	Yes for step 1 (boundary consolidation)	Ongoing	<ul style="list-style-type: none"> <li>▪ Multidisciplinary medium term TA team inputs:</li> <li>▪ field surveys and consultations</li> <li>▪ physical planning studies, sector studies, development of guidelines</li> <li>▪ facilitation of stakeholder events</li> </ul>
Information for wildlife management and ecology	Coord				Tentative only. Risk of duplication. New German funded project on ecological monitoring only discovered in February 2015. Needs better appraisal.	Not yet deferred to IMP/KGCA inception)	Not yet	<p>POTENTIAL</p> <ul style="list-style-type: none"> <li>▪ Service contract with research organization:</li> <li>▪ Planning, delivery and reporting of field research programs over 3 years</li> <li>▪ Setting up of long term ecological monitoring programme</li> </ul>
Support to landscape	Coord	Task lead	Task lead	Task lead	Technical Inputs will include:	Ongoing	Yes	<ul style="list-style-type: none"> <li>▪ Inputs of will come from contracted services under other</li> </ul>

stakeholder platforms					<ul style="list-style-type: none"><li>▪ facilitation of events (as required);</li><li>▪ capacity building of RAS/MNRT on multistakeholder processes and conflict resolution (under CB Plan)</li><li>▪ information presentation from assessments</li></ul>			activities
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## 4.5 TRANSVERSAL THEMES

### 4.5.1 Gender

A gender dimension is applied across all relevant capacity building tasks and with special regard to those dealing with governance, leadership and dialogue at various levels (LGA executives, LGA political; LGA technical, WEO/VEO and CBOs). Providers will be required to factor in an explicit gender perspective in methodologies and approaches for action learning and capacity building.

### 4.5.2 Social economy

The entire livelihood development component of the project targets institutions (CBOs such as WMA Authorized Associations, VNRC in charge of PFM; and additionally VICOBAS within the framework of the extended workplan; in addition a new market oriented model has been proposed for the forestry sector). All these have strong and direct social economy relevance. Therefore we refer to the main section of the report (in particular result area #2) to assess progress under this transversal perspective.

## 4.6 RISK MANAGEMENT

PROJECT CODE	KILORWEMP / TAN 11 027 11
PROJECT NAME	Kilombero and Lower Rufiji Wetlands Ecosystem Management Project
YEAR OF REFERENCE	2015
QUARTER OF REFERENCE	Q1

*I= increased from previous assessment;  
D= Decreased*

Identification of risk or issue		Analysis of risk or issue					Deal with risk or issue	Follow-up
N°	Risk description	Likelihood	Potential impact	Total	I/D	Alleviation measures	Progress	Lead
<b>1.0 Implementation risks</b>								
1.1	Low level of political priority of NRM at LGA	L	M	3	D	<ul style="list-style-type: none"> <li>Strengthen dialogue with local officials and politicians. Introduce project. Continue with mapping of stakeholders at all levels.</li> <li>Empowerment of District Facilitation Team</li> <li>Mainstream project activities into District Development Plans</li> </ul>	<p>MNRT has done frequent monitoring; District Advisory Committees formed and engaged</p> <p>Some training done. More Capacity Building thoroughly assessed and coherent plan formulated. Additional resources mobilized via Scholarship</p> <p>Engagement and support from LGA is good. DPP have little resources and LGAs are project reliant in NRM</p>	<p>PIU</p> <p>PIU</p>
1.2	Availability of the needed quantity and quality of district staff.	L	H	4		<ul style="list-style-type: none"> <li>Alleviated by aligning targets in each district to feasibility and supporting District Facilitation Team with:               <ol style="list-style-type: none"> <li>Permanent Technical Assistant</li> <li>Maximizing ownership of project through participatory planning and alignment</li> <li>Grant contract with specialized NGOs and service providers</li> </ol> </li> </ul>	All foreseen inputs mobilized except NGO support is deferred due to delayed EU funding.	PIU



1.3	Dispersion of activities over too many communities and areas	L	M	3	<ul style="list-style-type: none"> <li>Setting criteria for prioritization of actions at the baseline stage</li> </ul>	Project well focused on agreed target sites	PIU
1.4	Weak mobilization of communities and low ownership of project at community level	L	M	3	<ul style="list-style-type: none"> <li>Setting criteria for prioritization of actions at the baseline stage including organization of targeted communities</li> <li>Include CEPA and community mobilization in activities, preferably under specialized NGO/ service providers</li> </ul>	Interim workplan invests in significant in depth local consultations. BLS brought in clear focus on governance dimension of CBNRM previously absent . R#3 activities delayed. However LGAs have carried out intensive processes of consultation	PIU
1.5	Changes in institutional setup and coordination at central level	H	M	5	Maintain dialogue with MNRT on TAWA establishment and evolving framework for Wetland management.	Implications of TAWA on CBNRM still not clear.	PIU
1.6	Change of policy priorities at central level	L	M	3	<ul style="list-style-type: none"> <li>Alignment of project strategy to core policy guidelines such as CBNRM</li> </ul>	Formal policies not expected to change against project strategy. TAWA and TFS establishment may change institutional drivers in CBNRM	
<b>2.0 Management risks</b>							
2.1	Delays of implementation at District level linked to administrative and technical bottlenecks	M	H	5	<ul style="list-style-type: none"> <li>Project has been hesitant to use financial management system of DCs. Further assessment under way. If integration in EPYCOR is not feasible, the project will use a parallel system for fund disbursement. Alignment of planning will still be achieved</li> <li>Technical and administrative assistance will be provided to Districts. A Capacity and training needs assessment will be carried out in Q1 and will produce a capacity development plan</li> <li>The TFF recognizes the principle that Districts may proceed at different speed depending on their respective context. If a DC will move faster, the project should support the performance. This in turn may lead in the end to uneven allocation of funds. However, this principle is accepted in TFF.</li> </ul>	<p>Delayed roll-out by project via Epicor.</p> <p>CB Plan completed and to be rolled out with additional resources from 2015</p> <p>Budget allocation has been marginally different among LGAs</p>	<p>PIU</p> <p>PIU</p> <p>PIU</p>

2.2	Delays in availability of funds for activities at local level	L	H	4		<ul style="list-style-type: none"> <li>Based on performance during 2013 with imprest system and findings of EPYCOR may continue with the imprest system</li> <li>Provide regular administrative backup and monitoring to districts</li> <li>Provide training in project implementation manual</li> </ul>	It has occurred due to efficiency and quality of planning and budgeting and of reviews by PIU Done and intensive with PTT meeting. Lack of sector standards is one of the root causes of uncertainty in planning done	PIU/DPT
2.3	Delays in processing of plans approval etc. from district to upper levels, produce delays in activities	L	M	3		<ul style="list-style-type: none"> <li>Annual planning cycle of project and DC is expected to minimize delays in plan approval</li> </ul>	Road map exercise has provided longer term perspective to planning	PIU/DPT
2.4	Delay of field activities due to lengthy procurement procedures at district level	L	M	3		<ul style="list-style-type: none"> <li>Centralize as much procurement as possible including service contracts</li> </ul>	Not occurring due to centralized procurement	
2.5	Low capacity and leadership at community level	H	M	5		Project foresees to launch a dedicated activity on this availing of EU support	Some support provided by LGAs. This will be expanded through CB Plan and additional resources from Scholarship Project	PIU
2.6	Turnover of staff in District and villages	M	M	4	I	Capacity and training development plan for LGAs to be produced in Q2	Low turnover experienced with executive staff. Local office bearers have changed widely after local government elections of 2014	PIU
2.7	Absorption capacity at all levels due to increase in project budget (EU)	M	H	5		Appraise carefully design and capacity to deliver new or expanded activities. Detailed planning of procurement and sub granting.	Some internal delays experienced. However large delay due to IMDA signature delay.	PIU
2.8	Lengthy Internal MNRT administrative procedures (VAT exemption, COGEST procurement, approval of meetings, etc.)	L	M	3	D	Engage WD Project Coordination Unit to streamline procedures. Identify project reference person in PCU. Prepare procurement plan ahead of time on annual basis.	VAT procedures solved; COGEST risks minimized by reclassifying part of the budget under REGIE	PIU

2.9	Lengthy Internal WD team management system (leadership and internal accountability of assigned tasks, continuity of staff attending project meetings)	M	M	4		Establish project-specific task force involving relevant WD units (CBC, Wetlands, Project Coordination)	TF established with good start. Staff availability is still a risk factor	MNRT
<b>3.0 Effectiveness risks</b>								
3.1	Processes of legalizing LUP and CBNRM arrangement stalled in the administrative circuit	H	H	6		<ul style="list-style-type: none"> <li>Focusing on initiatives already initiated and with feasibility. Monitor processes closely. Involve all stakeholders in periodic evaluations and analyze effectiveness bottlenecks and address findings obtained during CBNRM assessment and LUPs in village, ward and district standing committees</li> </ul>	Good progress has been achieved with LUPs. Concession of Urs sometime is still an issue especially in PFM. Improve communication with key stakeholders	PIU
3.2	Economic conditions adverse to improving NRM derived livelihoods	L	H	4	D	Project focused on CBNRM related livelihoods only; concerns surround demand in local forestry market and in viability of WMAs for hunting. Assessment planned	Market for miombo timber confirmed.	PIU
3.3.	Low availability of adequate technical know-how on economic development and value chains	M	H	5		<ul style="list-style-type: none"> <li>Procure experienced BDS providers, build capacity for staff in respective areas of interest and give exposure to area with achievement.</li> </ul>	Good learning opportunity provided in PFM. More to be provided through CB Plan	PIU
3.4	Inadequate capacity of value chain actors to see the need to collaborate	M	H	5		<ul style="list-style-type: none"> <li>This can be alleviated by a participatory approach of identifying and proposing responses to the beneficiaries' problems, needs and priorities</li> </ul>	Proposed innovative scheme for CBFM and timber market access appraised and proposed to beneficiaries; we await reactions from authorities	PIU
3.5	Difficulties to coordinate between central institutions for result 3 activities	M	H	5		Stakeholder Forum planned to be launched in 2014. PMU needs to multiply dialogue channels at central and regional levels on conflicting agendas.	R#3 activities delayed. Intersector coordination still very weak. Coordination role of SAGCOT under BRN has not been fulfilled.	PIU
<b>4.0 Sustainability risk</b>								
4.1	Service providers falling out after the end of the project	M	M	4		Contractors will be transient and focused on short term inputs. Long term (social) agendas identified for EU support to be sub granted to Ngos with long term agendas (selection criterion)	Project activities through providers not started yet. Donor support to target are growing strongly	PIU

4.2	Maintenance of services and activities too dependent on project subsidies	M	H	5	CBNRM domains is structurally dependent on project support across the country; priority target selection has been driven by viability concerns	Project needs to help LGAs find fiscal means to increase own resources	PIU
4.3	Community mobilization falling out after projects; frustration on unfinished processes	L	H	4	Priority sites selected during inception phase. Project has to stick to the selected sites and give adequate technical support.	Project has reasonable chance of achieving results at least for R#1.	PIU
4.4	Beneficiaries perceiving the project as a BTC/donor project	M	M	4	Project actions closely embedded in DC priorities and plans during BLS. Mainstreaming approach will strengthen this. However CBNRM as a sector remains heavily donor dependent in the country  Define information sharing mechanisms and communication plan (e.g., regular meetings, report circulations, briefs, etc.)	There are signs of ownerships by CBOs/beneficiaries (Iluma WMA). UDC provided funds to evict livestock from Iluma WMA.	PIU
4.5	Central agencies pushing big investment in wetlands without adjusting to the LUP and NRM processes at local level	H	H	6	Project is engaged in dialogue with SAGCOT actors. EU contribution (not yet fully confirmed) would strengthen potential for impact on landscape decisions; Collect updated information on LUPs- develop collaboration with National Land Use Commission SRESA provides guidance - include recommended MNRT actions in project workplan	EFA study ongoing will provide environmental feasibility reference for irrigation. Some local level land use conflicts (Lukulilo farm) were solved	PIU  PIU
<b>5.0 Fiduciary Risk</b>							
5.1	Ineffective control of financial management systems	L	H	4	Updated assessment of LGAs carried out. PMU recommends to continue using imprest system for one more year	Clean audit report from Belgian Court of Audits. Project is strengthening team and systems. Mainstreaming being pursued through LGA	PIU

## 5 STEERING AND LEARNING

### 5.1 STRATEGIC RE-ORIENTATIONS

The project's significant reorientation performed as a consequence of the baseline study, the inception phase and the co-funding agreement with EUD (see Annual Report 2013) has not yet been fully and tangibly rolled out due to the delayed signing of the IMDA agreement.

### 5.2 RECOMMENDATIONS

Recommendations	Actor	Deadline
1. The PIU needs to expedite the procurement of services for medium-term TA inputs for the regional/landscape tasks, as well as those of the capacity building plan to be co-funded with the scholarship project.	PIU / BTC	Q1
2. Strengthen availability of MNRT staff for R#3 activities, including for planning, execution and review. Achieving continuity, effective leadership and communication with the MNRT TF will be essential to ensure project efficiency and effectiveness for the regional/landscape components. This will be addressed through capacity building tasks focused on team processes as well.	WD	Q1
3. The project needs to achieve a more effective engagement with stakeholders beyond direct beneficiaries and counterparts. This is expected to be enabled via R#3 activities.	WD / RAS	2015

### 5.3 LESSONS LEARNED

Lessons learned	Target audience
1. The feasibility study on the KVTC scheme presented the opportunity of introducing a PPP model to build capacity in the forestry sector in KVRs and beyond. The PPP model is being appraised with regard to options to scaling up in Village Forest Reserves. The process is pursued in collaboration with the Finnish funded National Forestry and Beekeeping project -2.	MNRT FBD/TFS LGAs Concerned communities

## 6 ANNEXES

### 6.1 QUALITY CRITERIA

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries				
In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D				
Assessment RELEVANCE: total score	A	B	C	D
	X			
1.1 What is the present level of relevance of the intervention?				
X	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
...	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
...	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
...	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
1.2 As presently designed, is the intervention logic still holding true?				
X	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way				
In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D				
Assessment EFFICIENCY : total score	A	B	C	D
		X		
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
X	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.		
2.2 How well is the implementation of activities managed?				

	<b>A</b>	Activities implemented on schedule
X	<b>B</b>	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
	<b>C</b>	Activities are delayed. Corrections are necessary to deliver without too much delay.
	<b>D</b>	Serious delay. Outputs will not be delivered unless major changes in planning.
<b>2.3 How well are outputs achieved?</b>		
	<b>A</b>	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
X	<b>B</b>	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	<b>C</b>	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	<b>D</b>	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

**3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N**

*In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D*

Assessment EFFECTIVENESS : total score	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
	X			

**3.1 As presently implemented what is the likelihood of the outcome to be achieved?**

	<b>A</b>	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
X	<b>B</b>	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
	<b>C</b>	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.
	<b>D</b>	The intervention will not achieve its outcome unless major, fundamental measures are taken.

**3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?**

X	<b>A</b>	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
	<b>B</b>	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
	<b>C</b>	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
	<b>D</b>	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

**4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).**

*In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C; At least one 'D' = D*

Assessment SUSTAINABILITY : total score		POTENTIAL	A	B	C	D
				X		
4.1 Financial/economic viability?						
	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.				
	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.				
X	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.				
	D	Financial/economic sustainability is very questionable unless major changes are made.				
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?						
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.				
X	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.				
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.				
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.				
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?						
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.				
X	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.				
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.				
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.				
4.4 How well is the intervention contributing to institutional and management capacity?						
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).				
X	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.				
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.				
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.				



## 6.2 DECISIONS TAKEN BY THE STEERING COMMITTEE AND FOLLOW-UP

Decision		Action			Follow-up	
JLPC meeting	N°	Action(s)	Lead	Deadline	Progress	Status
JLPC-0	1	Organization of JLPC meetings: Share background documents ahead of the next JLPC meetings. Confirm venues from one meeting to the next. Organise site visits ahead of meetings to enable progress monitoring in the field.	PIU	Recurrent	Done for JLPC-1. Documented were shared. AD/WD had visited sites ahead of JLPC. Documents need to be always shared in hardcopy.	CLOSED
	2	Review of baseline study: The JLPC needs to review the outcome of the baseline study. The final report will be reviewed by the next meeting of the JLPC which will be convened at the end of the inception phase to the review the overall inception outcome.	PIU	Jul-13	BLS report submitted to JLPC-1.	CLOSED
	3	Budget review: The PIU shall review the budget and prepare proposals for any adjustment required in view of updated cost assessments.	PIU	Jul-13	Budget revision submitted to JLPC-1	CLOSED
JLPC-1	4	Prepare position paper on buffer zone ahead of the PM visit. Paper to be submitted via Regional Commissioner.	PIU	22/11/13	Internal note prepared followed by MNRT team's site visit, findings in mission report	CLOSED
	5	Seek more information from USAID on their plans for WUAs and assess any gaps.	PIU	30/11/2013	USAID is about to tender contract.	OPEN
	6	Project to support a pilot production and testing of GCA Management Regulations to govern resource access within GCAs. Include in workplan.	PIU	31/01/2014	included in workplan	CLOSED
	7	Project to support GCA boundary re-definition. Include in workplan.	PIU	31/1/2014	included in workplan	CLOSED
	8	Include in workplan support to Landscape Forum	PIU	31/1/2014	included in workplan	CLOSED
	9	Prepare a concept level proposal for the two roles of GCA management and Ramsar site / landscape coordination(include in workplan)	PIU	31/01/2014	included in workplan	CLOSED
	10	Train DC staff on the PIM by supporting further PIM reviews alongside the preparation of District Agreements.	District Project Teams	31/1/2014	Second mission fielded by PIU. Matter requires continuous monitoring and support by PIU.	CLOSED
	11	Prepare Belgian Ambassador's visit to project area in consultation with BTC	PIU	15/02/2014	visit successfully held	CLOSED

		ResRep				
JLPC-2	12	WD/D to direct actions involving SGR and Regional Government to solve Juhiwangumwa WMA boundary issues	WD/D	30/3/14	boundary agreement was achieved in Q3 2014	CLOSED
	13	Convene technical meeting MNRT-BTC to confirm understanding and operationalization of EU's General Conditions.	PIU	30/3/14	Workshop held on 6.5.2014.	CLOSED
	14	Appoint WD Task Force members for KILORWEMP	WD/D	30/3/14	Appointed and mobilized. Needs forward planning and PIU support.	CLOSED
	15	PIU to continue using imprest- system until the next JLPC meeting, meanwhile the Chief Internal Audit and Chief Accountant should be consulted to confirm this issue.	PIU	30/8/14	Meetings held. PIU review and way ahead agreed with BTC (minutes 13/6/14)	CLOSED
	16	Prepare agreements with Districts taking into consideration above status of project financial management.	PIU	15/4/14	BTC signed protocol agreement and is submitting to LGAs. EA to follow.	ONGOING
	17	Convene ad-hoc JLPC meeting to revise project budget plan upon agreement with EU	PIU	15/5/14	Revision approved by JPC-3	CLOSED
JLPC-3	18	The M&E position should be filled with an open hiring procedure, but if someone external will be hired, there should be a MNRT counterpart on a peer-to-peer mechanism for capacity building purposes, with progress reviewed after one year.	PIU	30/10/14	BTC staff hired in November 2014. MNRT staff mobilised in January 2015	CLOSED
	19	The meeting directed that the PIU should receive feedback on the templates from the District Councils within two weeks.	DC	29/9/14	LGAs provided feedback to BTC and BTC finalised agreements	CLOSED
	20	PIU includes in future progress report a summary of allocation and expenditures per District.	PIU	31/1/15	Included in annual report 2014	CLOSED
	21	The full membership of VPO and the observer membership of EUD in the JLPC is approved and a letter should be addressed to this effect.	PIU	30/10/14	Done by MNRT in January 2015	CLOSED
	22	Minutes of the JLPC should be signed by all full members on the same or last day of the meeting. Meetings should be scheduled in such a way as to enable this.	PIU	13/9/14	Performed	CLOSED

## 6.3 MORE RESULTS AT A GLANCE

<b>Logical framework's results or indicators modified in last 12 months?</b>	Yes
<b>Baseline Report registered on PIT?</b>	yes
<b>Planning MTR (registration of report)</b>	November 2015
<b>Planning ETR (registration of report)</b>	October 2017 (estimate)
<b>Backstopping missions since 01/01/2012</b>	EST June 2013 OPS Sept 2013 EST Sep 2014

## 6.4 “BUDGET VERSUS CURRENT (Y – M)” REPORT

FIT Budget Line (Code)	Description	Fin. Mode	Total Budget	ACTUAL EXPENDITURE	ACTUAL JAN - DECEMBER 2014					Annual burn rate	Total Burn rate
				START-DEC 13	Q1- ACTUAL	Q2- ACTUAL	ACTUAL Q3	Q4 - ACTUAL	TOTAL 2014		
A Strengthened capacities											
01 Community Based Natural Resource Management											
A_01_01	01 Participatory assessment of CBNRM institutions	Cogest	5,900	5,566			-	-	-	0%	94%
A_01_02	02 Support to to WMAs and wetland reserves	Cogest	79,800	14,760	248	10,291	12,302	42,077	64,919	499%	100%
A_01_03	03 Support toPFM and beekeeping reserves	Cogest	79,800	5,701	2,897	4,752	9,083	9,743	26,475	107%	40%
A_01_04	04 Support to BMUs	Cogest	76,800	5,198	693	4,282	21,136	8,790	34,901	154%	52%
A_01_05	05 Support to land use planning and management	Cogest	118,800	10	2,357	11,788	892	766	15,804	49%	13%
Sub total	Sub-total		361,100	31,235	6,195	31,114	43,414	61,376	142,099	154%	48%
02 NR based livelihoods development								-	-		
A_02_01	01 Economic feasibility	Cogest	5,900	4,475	48	285	3,142	40	3,515		135%
A_02_02	02 Support to the economic managementof WMAs	Cogest	111,800	3,666	2,310	1,665	77	-	4,052	19%	7%

A_02_03	03 Support to the livelihood from forest management	Cogest	154,800	3,058	25	262	3,799	2,451	<b>6,537</b>	21%	6%
A_02_04	04 Support to fishery based livelihoods	Cogest	115,800	-		-		-	-	0%	0%
A_02_05	05 Support to livelihoods based on land and water use	Cogest	150,000	2,561	14,698	-	-	2,019	<b>16,717</b>	111%	13%
<b>Sub total</b>	<b>Sub-total</b>		<b>538,300</b>	<b>13,759</b>	<b>17,081</b>	<b>2,212</b>	<b>7,018</b>	<b>4,510</b>	<b>30,821</b>	37%	8%
<b>03 NRM governance, policy review and harmonization</b>								-	-		
A_03_01	01 Baseline assessment	Cogest	16,000	13,142		75		2,439	<b>2,514</b>		98%
A_03_02	02 Decentralized governance of wildlife resources	Cogest	8,500	684	2,439	5,047	<b>619</b>	-	<b>8,105</b>	81%	103%
A_03_03	03 Support to decentralized governance of forest resources	Cogest	1,800	671	498	-	-	-	<b>498</b>	5%	65%
A_03_04	04 Support to decentralized governance of inland fisheries	Cogest	1,000	29	54	-	-	-	<b>54</b>	0%	8%
A_03_05	05 Support to decentralized governance of land and water mgt	Cogest	7,800	2,375	-	4,069	-	-	<b>4,069</b>	20%	83%
	<b>Sub-total</b>		<b>35,100</b>	16,901	<b>2,992</b>	<b>9,190</b>	<b>619</b>	<b>2,439</b>	<b>15,240</b>	25%	92%
A_03_06	Policy Review	Regie	42,000								
A_03_07	KCGA Consolidation	Regie	100,000								
A_03_08	Public awareness	Regie	80,000								
A_03_09	Capacity Building	Regie	120,000								
A_03_10	Project Monitoring and Evaluation	Regie	28,000								
A_03_11	Partnership for Capacity Development	Regie	200,000								

A_03_12	Stakeholder Platforms	Regie	80,000								
A_03_13	Ecological Assessments	Regie	110,000								
			<b>760,000</b>	-	-	-	-	-	-	-	
A_03_14	Financial Costs (Bank charges	Cogest	4,900								
<b>Sub total</b>	<b>Sub-total</b>		<b>4,900</b>	<b>16,901</b>	2,992	9,190	<b>619</b>	<b>2,439</b>	<b>15,240</b>	25%	656%
<b>B Activities related consultancies &amp; expertises</b>								-	-		
<b>01 Activities related consultancies &amp; expertises</b>								-	-		
B_01_01	01 Strategic consultancies and service contracts	Regie	292,000	36,885	5,778	611	17,413	15,000	<b>38,802</b>	78%	26%
B_01_02	02 International Technical Advisor	Regie	1,056,480	209,642	35,304	64,349	41,698	32,494	<b>173,844</b>	106%	36%
B_01_03	03 National Technical Advisor (district facilitator)*3	Regie	519,800	66,500	25,924	25,873	24,829	30,812	<b>107,438</b>	151%	33%
<b>Sub total</b>	<b>Sub-total</b>		<b>1,868,280</b>	313,028	<b>67,006</b>	90,833	<b>83,940</b>	<b>78,306</b>	<b>320,084</b>	112%	34%
<b>C Support to Landscape Managemnt</b>											
<b>01 Landscape Planning Services</b>											
C_01_01	Landscape planning	Regie	752,000								
<b>Sub total</b>	<b>Sub-total</b>		<b>752,000</b>	-	-	-	-	-			
	<b>02 Landscape Infrastructure and supplies</b>										
C_02_01	Landscape Infrastructure		150,000								
C_02_02	Landscape Supplies		50,000								
<b>Sub total</b>	<b>Sub-total</b>		<b>200,000</b>								

			-	-	-	-	-	-	-		
X Budgetary reserve (max 5% * total activities)								-	-		
01 Budgetary reserve								-	-		
X_01_01	01 Budgetary reserve CO-MANAGEMENT	Cogest	34,000	-	-			-	-	0%	
X_01_02	02 Budgetary reserve OWN-MANAGEMENT	Regie	156,520	-	-			-	-	0%	
Sub total	Sub-total		190,520	-	-	-	-		-	0%	
Z General means			-								
01 Human Resources								-	-		
Z_01_01	01 National Coordinator	Regie	46,880	5,027	1,115	1,088	1,878	2,279	6,361	108% 24%	
Z_01_02	02 National Financial Advisor	Regie	174,820	27,093	7,856	6,995	6,347	7,630	28,828	120% 32%	
Z_01_03	03 Accountant	Regie	197,090	18,191	8,104	8,482	9,655	11,909	38,150	159% 29%	
Z_01_04	04 Driver	Regie	69,390	4,030	856	2,509	1,180	1,653	6,196	71% 15%	
Z_01_05	05 Other HR costs	Regie	13,050	1,865	-	-	851	14	865	43% 21%	
Z_01_06	Administrative Assistant	Regie	52,250		948	3,045	1,273		5,266	263% 10%	
Z_01_07	Monitoring & Evaluation Officer	Regie	132,300					1,594	1,594		1%
Z_01_08	Office Attendant/Cleanrer	Regie	9,800						-		

<b>Sub total</b>	<b>Sub-total</b>		<b>695,580</b>	56,205	<b>18,878</b>	<b>22,119</b>	<b>21,183</b>	<b>25,080</b>	<b>87,261</b>	131%	21%
<b>02 Investments</b>								-	-		
Z_02_01	01 Vehicles	Regie	210,730	150,712	208	-	89	-	<b>297</b>		72%
Z_02_02	02 Office equipment	Regie	21,610	9,178	1,061	3,900	115	-	<b>5,076</b>	58%	66%
Z_02_03	03 IT equipment	Regie	61,530	19,585	1,947	-	-	2,365	<b>4,311</b>		39%
Z_02_04	04 Office improvement works	Regie	55,200	4,633	82	1,986	124	2,088	<b>4,280</b>	66%	16%
Z_02_05	05 Motor Cycle	Regie	10,000				5,006	65	<b>5,071</b>		51%
Z_02_06	06 Motor Boats	Regie	30,000								
<b>Sub total</b>	<b>Sub-total</b>		<b>389,070</b>	184,108	<b>3,298</b>	5,886	<b>5,333</b>	<b>4,518</b>	<b>19,035</b>	124%	52%
<b>03 Operating costs</b>								-	-		
Z_03_01	01 Vehicle running costs & fuel	Regie	308,950	44,525	8,396	7,143	8,319	18,949	<b>42,807</b>	252%	28%
Z_03_02	02 Office maintenance	Regie	65,420	8,165	3,891	3,795	4,270	5,731	<b>17,688</b>	197%	40%
Z_03_03	03 Communication,	Regie	102,250	5,242	1,968	2,056	1,458	1,904	<b>7,385</b>	148%	12%
Z_03_04	04 Travel and communication	Regie	29,180	5,051	1,827	2,075	4,082	4,870	<b>12,854</b>	397%	61%
Z_03_05	05 Meetings	Regie	192,728	18,691	3,646	2,242	101	13,795	<b>19,785</b>	198%	20%
Z_03_06	06 National staff training costs	Regie	21,500	-	4,998	1,563	6,043	2,370	<b>14,974</b>	150%	70%



Z_03_07	07 Missions plus DSA, DBO's coordination staff	Regie	59,860	6,169	1,813	893	1,155	1,217	5,078	68%	19%
Z_03_08	08 Financial costs	Regie	12,000	849	181	221	341	377	1,120	86%	16%
<b>Sub total</b>	<b>Sub-total</b>		<b>791,888</b>	<b>88,692</b>	26,719	19,988	25,770	49,214	<b>121,691</b>	193%	27%
<b>04 Audit and Monitoring and Evaluation</b>								-	-		
Z_04_01	01 Mid-Term and final Evaluation costs	Regie	70,000		-	-		-	-		0%
Z_04_02	02 Audit	Regie	60,000		-	-		-	-		0%
Z_04_03	03 Backstopping BTC HQ	Regie	87,000	3,263	89	3,563	479	2,472	6,603	102%	11%
<b>Sub total</b>	<b>Sub-total</b>		<b>217,000</b>	<b>3,263</b>	89	3,563	479	2,472	6,603	102%	5%
<b>Z-99-</b>	Conversion rates				1,048				1,048		
					1,048	-	-		1,048		
<b>Sub total</b>	<b>Sub total</b>								-		
<b>REGIE</b>			<b>5,830,338</b>	645,295	117,039	142,389	136,705	159,589	<b>555,722</b>	127%	21%
<b>COGE ST</b>			<b>973,400</b>	61,896	26,267	42,515	51,051	68,325	<b>188,159</b>	79%	26%
<b>Total</b>			<b>6,803,738</b>	707,191	<b>143,306</b>	<b>184,904</b>	<b>187,756</b>	<b>227,915</b>	<b>743,881</b>	110%	21%

## 6.5 COMMUNICATION RESOURCES

### 6.5.1 List of technical reports produced

	AUTHORS	TITLE	DATE
1	Nautilus Consulting.	Report of the project baseline study. KILORWEMP. BTC/MNRT.	September 2013.
2	EmJee Consult.	Capacity Building and Training Needs Assessment. KILORWEMP & Scholarship Project. BTC.	June 2014
3	Unique Forest and Land Use Gmbh	Feasibility Study for a Management Model of Participatory Forest Management – Final Report. KILORWEMP MNRT/BTC in partnership with The Finnish Ministry of Foreign Affairs; Kilombero Valley Teak Company; and the National Forestry & Beekeeping Programme II, MNRT	January 2015
4	KILORWEMP PIU	Capacity Building Plan. KILORWEMP MNRT/BTC and BTC Scholarship Project	January 2015

### 6.5.2 List of public consultative reports produced (PIU)

	AUTHORS	TITLE	DATE
1	KILORWEMP PIU	Workshop on a management model for participatory forest management. Review of the feasibility study for the a proposed forestry scheme on KVTC land for community benefit	Dar es Salaam, 27 October 2014

### 6.5.3 List of Internal consultative reports produced (PIU)

	AUTHORS	TITLE	DATE
1	KILORWEMP PIU	Minutes of the Task Force meeting on strategic planning for the landscape component	Morogoro, 24-25 October 2013
2	KILORWEMP PIU	Internal discussion note on wetland regulations	April 2014
3	KILORWEMP PIU	Minutes of the Consultative Meeting BTC-MNRT on BTC-EU Agreement for KILORWEMP	Kibaha, 6 May 2014
4	KILORWEMP PIU	Minutes of MNRT KILORWEMP Task Force Meeting	Bagamoyo, 2 October 2014

#### 6.5.4 Status of project visibility plan.