



BTC

**BELGIAN
DEVELOPMENT AGENCY**

TECHNICAL & FINANCIAL FILE

"NATURAL RESOURCES MANAGEMENT
FOR
LOCAL ECONOMIC DEVELOPMENT
IN KIGOMA REGION"
(NRM FOR LED)

TANZANIA

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THE BELGIAN
DEVELOPMENT COOPERATION **.be**

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ACRONYMS AND ABBREVIATIONS

AA	Authorised Association (ie WMA)
AFM	Administration and Financial Management
ALAT	Association of Local Authorities of Tanzania
ASDP	Agricultural Sector Development Program
BDS	Business Development Services
BKG	Bee Keeping Group
BKP	Bee Keeping Project, Kigoma
BKR	Beekeeping Reserve
BLS	Baseline Survey/Study
BMU	Beach Management Unit
BTC HQ	Belgian Development Agency Headquarters
BTC TZ	Belgian Development Agency Tanzania
BTC	Belgian Development Agency
CBFM	Community Based Forest Management
CBOs	Community Based Organizations
CBNRM	Community Based Natural Resource Management
CCRO	Certificate of Customary Right of Occupancy
CEPA	Communication, Education and Public Awareness
CFM (U)(A)	Collaborative Fisheries Management (Unit or Area)
CMO	Implementation Agreement Notification
CMT	Council Management Team
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DA/IO	District Agriculture/Irrigation Officer
DALDO	District Livestock Development Officer
DANIDA	Danish International Development Agency
DPLO	District Planning Officer
DBO	District Beekeeping Officer
DC	District Council
DCC	District Consultative Committee
DCDO	District Community Development Officer
DCO	District Cooperatives Officer
D*D	Decentralization by Devolution
DED	District Executive Director
DeNRM	Decentralized Natural Resources Management
DEO	District Education Officer

DFP	District Focal Point
DFiO	District Fisheries Officer
DFO	District Forest Officer
DFT	District Facilitation Team
DGD	Directorate-General for Development Cooperation and Humanitarian Aid
DGO	District Game Officer
DLNREO	District Lands, Natural Resources and Environment Officer
DHRO	District Human Resources Officer
DPC	District Project Coordinator
DPLO	District Planning Officer
DSA	Daily Subsistence Allowance
DSC	Directorate for Sector Co-ordination (PMO-RALG = Sector Coordination Unit)
DSM	Dar es Salaam
DT	District Treasurer
DTA	District Technical Advisor
DWE	District Water Engineer
EA	Execution Agreement
EAP	Environment Action Plan
EIA	Environment Impact Assessment
EMA	Environment Management Act
EU	European Union
FBD	Forestry and Beekeeping Division
FIT	Financial Information Tool
FR	Forest Reserves
FZS	Frankfurt Zoological Society
GCA	Game Control Area
GEF	Global Environmental Fund
GoT	The Government of Tanzania
GMU	Gombe-Msitu-Ugala
GR	Game Reserve
HIV	Human Immunodeficiency Virus
IDCP	Indicative Development Cooperation Program
IUCN	International Union for Conservation of Nature
IGA	Income Generating Activity
IMP	Integrated Management Plan
ITA	Internationally Technical Advisor
IUCN	International Union for Conservation of Nature and Natural Resources
JFM	Joint Forest Management

JGI	Jane Goodall Institute
JICA	Japanese International Cooperation Agency
JLPC	Joint Local Partnership Committee
LED	Local Economic Development
LGA	Local Government Authority
LGRP	Local Government Reform Programme
LNREC	Land, Natural Resources and Environment Committee
LUP	Land Use Plan/ and Use Planning
LUPC	Land Use Planning Commission
KILORWEMP	Kigoma, Kilombero and Lower Rufiji Wetlands Ecosystem Management Project
KVRS	Kilombero Valley Ramsar Site.
M & E	Monitoring and Evaluation
MAFSC	Ministry of Agriculture Food Security and Cooperatives
MCDGC	Ministry of Community Development, Gender and Children
MCS	Monitoring, Control and Surveillance
MCT	Malihai Clubs of Tanzania
MEPE	Ministry of Planning and Economic Empowerment
MOEVT	Ministry of Education and Vocational Training
MGCD	Ministry of Gender, Women and Child Development
MH	Ministry of Health
MJUMITA	A network of PFM institutions
MKUKUTA	National Poverty Reduction Strategy Program (PRSP)
MLCA	Ministry of Law and Constitutional Affairs
MLFD	Ministry of Livestock and Fisheries Development
MLHSD	Ministry of Lands and Human Settlements Development
MMRS	Malagarasi Moyavosi Ramsar Site
MNRT	Ministry of Natural Resources and Tourism
MoF	Ministry of finance
MoFEA	Ministry of Finance and Economic Affairs
MoU	Memorandum of Understanding
MoWI	Ministry of Water and Irrigation
MTR	Mid-Term Review
NAFCO	National Agriculture and Food Corporation
NAWESCO	National Wetlands Steering Committee
NDP	National Development Plan
NEMC	National Environment Management Council
NEP	National Environment Policy
NGO	Non-Governmental Organisation
NLP	National Land Policy

NORAD	Norwegian Agency for Development Cooperation
NP	National Park
NR	Natural Resource
NRM	Natural Resource Management
NRM&LED	The Project Title: Natural Resource Management and Local Economic Development.
NSGD	National Strategy for Gender Development
NSGRP	National Strategy for Growth and Reduction of Poverty
NTA	Nationally recruited Technical Assistant/Advisor
NTFP	Non Timber Forestry Product
NWMS	National Wetlands Management Strategy
NWP	National Water Policy
NWWG	National Wetlands Working Group
O&OD	Opportunities and Obstacles to Development
PES	Payment for Ecosystem Services
PFM	Participatory Forest Management
PIM	Project Implementation Manual (BTC Staff)
PIU	Project Implementation Unit
PLHIV	People Living with HIV
PM	Project Manager
PMO-RALG	Prime Minister's Office of Regional Administration and Local Government
PO	Project Officer
PPD	Policy and Planning Division (MNRT)
PPP	Private, Public, Partnerships
PRA	Participatory Rapid Appraisal
PS	Permanent Secretary
PSO	Private Sector Organization
PTT	Project Technical Team(s)
QA	Quality Assurance
R&S	Roots and Shoots School Clubs (JGI)
RAS	Regional Administrative Secretary
RC	Regional Commissioner
RCC	Regional Coordination Committee
REDD	Reducing Emissions from Deforestation and Forest Degradation
RFT	Regional Facilitation Team
RLNREO	Regional Lands, Natural Resources and Environment Officer
RSM	Regional Stakeholder Meeting
RS	Regional Secretariat
SA	Specific Agreement

SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SACCOS	Savings and Credit Cooperative Society
SOER	State of Environment Report
SIMMORS	Sustainable Management of Malagarasi-Moyavosi Ramsar Site
SMART	Simple, Manageable, Achievable, Realistic and Time bound
SWMP	Sustainable Wetlands Management Program
TA	Technical Assistant/Advisor
TANAPA	Tanzania National Parks Authority
TANESCO	Tanzania Electric Supply Company
TAWA	Tanzania Wildlife Authority
TFF	Technical and Financial File
TFS	Tanzanian Forest Service
TGT	Tanzanian Game Trackers
ToC	Theory of Change
TNA	Training Needs Assessment
TOT	Trainer of Trainers
URT	United Republic of Tanzania
USAID	United State Agency for International Development
VC	Village Council
VDP	Village Development Plan
VEO	Village Executive Officer
VICOBA	Village Community Banks
VLUP	Village Land Use Plan
VLFR	Village Land Forest Reserve
VNRC	Village Natural Resources Management Committee
VPO	Vice President's Office
VPO-DE	Vice President's Office - Department of the Environment
WBO	Water Basin Office
WCST	Wildlife Conservation Society of Tanzania
WD	Wildlife Division
WDC	Ward Development Committee
WEO	Ward Executive Officer
WMAs	Wildlife Management Areas
WO	Ward Office
WUA	Water Users Association
WWF	World Wide Fund for Nature

EXECUTIVE SUMMARY

The Project “**Natural Resources Management for Local Economic Development in Kigoma Region (NRM for LED)**” is part of the Indicative Development Cooperation Programme (IDCP) between Belgium and Tanzania signed on 26th October 2009. During the Joint Commission Meeting between the two governments, it was decided that one of the focus sectors for the Belgian Cooperation would be Natural Resource Management (NRM), which included this project.

Within the recent policy framework, the MNRT requested the support of a project for the development of a coherent bottom-up approach for decentralized NRM for LED that includes the strengthening of the role of regional authorities and service providers for an effective and efficient implementation of a regional NRM for LED plan in Kigoma Region.

The overall objective is:

“To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region”.

The specific objective is:

“An improved enabling environment and strengthened capacities for sustainable management of Natural Resources linked to an equitable Local Economic Development result in increased benefits for the communities of selected landscapes in Kigoma Region”.

The specific objective is to be reached through achieving the following four complementary results:

- 1. A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues.**
- 2. Improved governance and sustainable management of NR by local institutions and key resource users.**
- 3. Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources.**
- 4. Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.**

The direct beneficiaries of the project are the local users of NR organized in Community Based Organizations (CBOs) for Natural Resources Management, Local, and Regional Government Authorities, non-state service providers and the private sector for those who associate themselves with the project implementation through partnerships in order to improve their management of Natural Resources in interaction with community partners.

The Joint Local Partner Committee (JLPC) will function as the Project Steering Committee under the chairmanship of the Ministry of Natural Resources and Tourism (MNRT), the Regional Administrative Secretary of Kigoma Region, with representatives of PMO-RALG, Ministry of Finance and the BTC Resident Representative. Other Line Ministries and relevant Agencies may be invited to participate in the JLPC on an ad hoc base.

The project execution period will have duration of 60 months, of which 9 months will be for the inception phase/baseline and 51 months for the implementation.

The Belgian contribution for this project is 6 Million Euros and the Tanzanian contribution is estimated at 453.500 Euros.

ANALYTICAL RECORD OF THE INTERVENTION

DGD intervention number	3014928
Navision code BTC	TAN 13 029 11
DAC code	41010 Environmental policy and administrative management
Partner institution	MNRT
Duration of Specific Agreement	84 months (duration project implementation: 60 months)
Estimated starting date of intervention	2014
Tanzanian contribution	€ 453.500
Belgian contribution	€ 6,000,000
Intervention sectors	Natural resources management, local economic development and decentralization – policy and governance.
Overall Objective	“To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region”.
Specific Objective	“An improved enabling environment and strengthened capacities for sustainable management of Natural Resources linked to an equitable Local Economic Development result in increased benefits for the communities of selected landscapes in Kigoma Region”.
Results	<ol style="list-style-type: none"> 1. A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues. 2. Improved governance and sustainable management of NR by local institutions and key resource users. 3. Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources. 4. Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.

1 SITUATION ANALYSIS

1.1 National Policy Framework

Since the late 1980's Tanzania has been in the process of developing a policy framework for Community Based Natural Resources Management (CBNRM). The importance to engage in citizen participation is recognized as a key feature of its long-term development and poverty reduction strategy (referred to as MKUKUTA) . The policy of Decentralization by Devolution (D*D) has been seen as of key importance to pass more responsibility to the appropriate decision making level: the Local Government Authorities (LGA), both at district and village level.

The development strategies of Tanzania, stress the basic importance of sustainable management of natural resources for Local Economic Development (LED).

Tanzania's Development Vision 2025 identified (i) a donor dependent mind-set; (ii) a low capacity for economic management, (iii) failures in governance and organization, and (iv) ineffective implementation of plans as having contributed to the failure to achieve national development targets. The Vision foresees that by the year 2025 Tanzania should have created a strong diversified, resilient and competitive economy that can effectively cope with challenges of development and that can also easily and confidently adapt to changing market and technological conditions in the regional and global economy.

In order for Tanzania to fulfil these objectives, Vision 2025 recognizes the need to create a democratic society that provides equal opportunities to all citizens, which requires an active and participatory civil society. It also recognizes that local actors must own and drive their development process. Tanzania is expected to mobilize and effectively utilize domestic natural, financial and human resources and to harness the power of the market and the dynamism of private initiative in order to achieve higher economic growth. The role of the state was redefined to be one of facilitating and ensuring that a legal and regulatory framework is in place and functions, and that more responsibility is devolved down to the appropriate governance level (i.e. through Decentralization by Devolution). The implementation of all national sectorial policies, including CBNRM, is supposed to conform and attribute to the success of Vision 2025.

The National Strategy for Growth and Reduction of Poverty (NSGRP) or MKUKUTA as it is popularly known, is the main framework to guide poverty reduction efforts. MKUKUTA translates Vision 2025 aspirations and MDGs into measurable broad outcomes organized under three clusters – Cluster I: Growth for Reduction of Income Poverty; Cluster II: Improvement of Quality of Life and Social Well-being; Cluster III: Governance and Accountability. MKUKUTA is currently in its second iteration, MKUKUTA II, for the years 2010 – 2015. Contrary to its predecessor, MKUKUTA II is oriented more towards growth and enhancement of productivity, with greater alignment towards wealth creation as a way out of poverty. It recognizes the importance of community engagement in NRM and good governance by stating that: “due to limited incentives for sustainable management (e.g. property or user rights etc), due to limited technologies for alternative livelihoods and due to unsustainable land management practices, environmental degradation continues to propagate the poverty cycle. Unsustainable utilization of natural resources is recognized as driven by commercial interests, weak regulation and fragmented policy frameworks, compounded by inefficient technologies and a general unawareness of the perception of sustainable management”.

MKUKUTA II, 2nd goal under cluster I is to reduce income poverty through promoting inclusive, sustainable, employment-enhancing, and private sector led growth. Some of its operational targets include, growth of tourism increased from 4.2 % in 2009 to 7.9 % by 2015; growth of livestock sub-sector increased from 2.3 % in 2009 to 4.5 % by 2015; growth of honey and beeswax production sub sector increased from 3.4 % in 2008 to 4.5 % by 2015; participatory integrated water resource management (IRWM) and development, allocation for productive use and environmental sustainability

assured; integrated river and lake basin management and development plans in place by 2015. Furthermore, MKUKUTA II's operational target (under its Goal 5 in Cluster I) is about leveraging returns on national resources for enhancing growth and benefits to communities in rural areas, so that the sustainable utilization of natural resources are ensured with benefits to local communities.

The National Development Plan, NDP, (2011 – 2016) is designed to operationalize and prioritize Vision 2025 and MKUKUTA investments through 5 yearly planning cycles. As with MKUKUTA II, agriculture is defined as including not only crop agriculture but also fisheries, forestry and livestock within the framework of the NDP. This sector is said to employ 74 % of the country's labor force, including the majority of the nation's poor. The NDP recognizes that any intervention that can (i) increase productivity in the sector, (ii) add value to products, (iii) reorient its activities from subsistence towards commercial ventures, (iv) create an enabling environment (access to land, taxation reform, change of mindset), and (v) incentivize engagement of the middle class, will have a significant impact on the worth of a significant proportion of the populace. The NDP directs that TZS 1,730,922 billion of the total TZS 3,961,576 billion agriculture investment requirement be directed towards: fisheries, forestry and livestock. Strategic interventions under NDP include improving fisheries resource management, utilization and marketing; increasing the number of villages involved in participatory forest management (PFM); and increasing traditional cattle herds and the proportion of traditional cattle which will be improved in commercialized feedlots.

National Strategy for Gender Development (2008): The reference paper for the integration of gender in development programs is the 'National Strategy for Gender Development' (2008). The goal of the NSGD is to achieve gender equality and equity in Tanzania as stipulated in the national Constitution and the Women and Gender Development Policy (1992). Regarding the issue of 'Environmental Protection and Conservation' the NSGD aims at increasing environmental protection and conservation measures to ensure human and economic development. Whilst for the issue of 'Access and Ownership of Resources' the NSGD proposes measures to empower women and men for equal and equitable allocation of resources. The Ministry for Community Development, Gender and Children, in charge of the implementation of the NSGD has recently released the 'National Guidelines for Mainstreaming Gender into Climate Change Related Policies, Plans, Strategies' to address gender related adverse impact of climate change in the country. The NSGD also provides guidelines on HIV&AIDS in order to change attitudes and behaviour of people towards HIV/AIDS pandemic. Gender and HIV&AIDS, and more particularly the link between gender, HIV & AIDS and the rights and needs of vulnerable children - are also mainstreamed throughout the NSGRP. The NDP 2011-2016 particularly highlights the importance of addressing HIV & AIDS in fishery and livestock programs. The promotion of gender equality and of women's empowerment is also a specific point of attention in the Tanzanian Development Vision 2025.

A whole array of **sector level policies** are also relevant to CBNRM, notably:

Wildlife Policy (2007): Kigoma Region is endowed with 45% as wilderness and contains, proportionately, some of the largest Game Reserves (GR), alongside 2 National Parks, several Game Control Areas (GCA), wetlands reserves (ie Malagarasi-Moyavosi Ramsar Site = MMRS) and several hunting blocks. The policy emphasis is on involving all stakeholders, especially local communities and private sector in conservation and management of natural resources, mainly wildlife, inside and outside of protected areas, and wise use and healthy protection of wetlands. The mission in the Wildlife Policy is to conserve, manage and develop wildlife and wetland resources, and sustainable utilization that will contribute towards poverty reduction through promotion of participation of stakeholders in sustainable utilization and the promotion of these resources for economic development.

The policy recognizes the reforms aimed at ensuring proper discharge of services to the public by central and local governments. Central government's main function is described as providing clear policy and regulatory frameworks, professional standards and technical assistance as well as

promoting stakeholder participation and managing core protected areas. However, the government will not engage itself in conducting business in the wildlife industry, but is creating a semi-autonomous body, Tanzania Wildlife Authority (TAWA) to manage its estates. District Councils have been assigned a decentralised role to provide extension service, formulate and enforce by-laws, provide conservation education to villages and prepare development plans that protect wildlife and wetlands. Local communities on village lands have a role of protecting and benefiting from these resources.

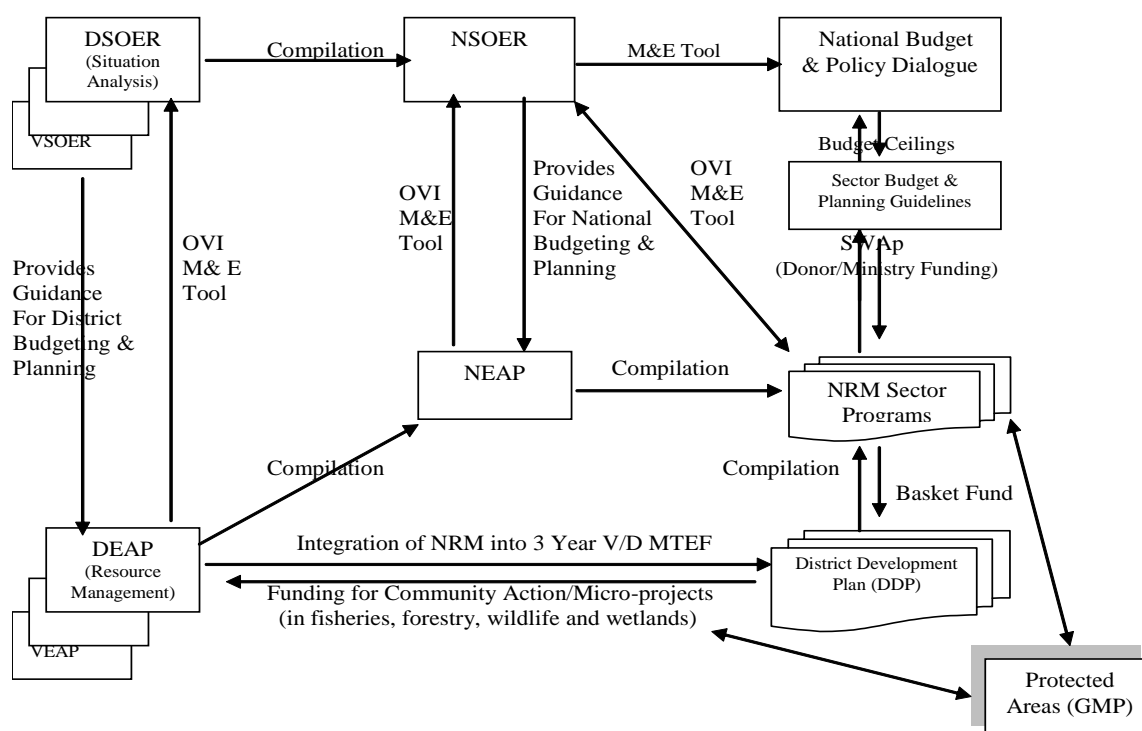
Some of the Wildlife Policy strategies that have significance for CBNRM (ie of wildlife and wetlands) include: Wildlife Management Areas (WMA) which provide joint management opportunities between state and communities; Ramsar Sites as places on international important biodiversity, Wetlands Reserves to set aside core sensitive wetland and open areas a new category which still needs to be regulated - Albeit that a recent Danida supported Sustainable Wetlands Management Program (SWMP), has laid the strategic, regulatory and technical framework for this, promoting the legal use of wetlands (and associated wildlife) through consumptive and non-consumptive use by encouraging tourism and game farming. The 2002 Wildlife Conservation Regulations formalized the user rights process whereby CBNRM in wildlife could take place on village lands, and the empowerment of the Authorized Associations (AA) stems from the 2009 Wildlife Conservation Act and under SWMP (2013) the Guidelines and Toolkits for WMAs and wetlands were prepared.

National Fisheries Sector Policy and Strategy Statement (1997): Ranging between 50-100,000 t/yr Kigoma Region has the second largest fishery in Tanzania, Lake Tanganyika. The objectives of the policy are to ensure effective use of fish resources to increase production, and enhance fish knowledge base, to contribute to the local economic growth. The policy supports initiatives that lead to the protection and sustainable use the fish stock and aquatic resources, and notes because the majority of people in Tanzania live in rural areas and are poor, the role of the government is to assist local communities to become responsible for their own destiny by making better use of the fish resources. Amongst the main objectives of the policy are to improve involvement of fisher communities in the planning, development and management of fishery resources and to incorporate gender perspectives. The policy also contains statements regarding the need for strengthening cross-sectoral collaboration in order to reduce operational conflicts. The Fisheries Act No. 22 (2003) and Fisheries Regulations (2005) encourage CBNRM through Beach Management Units (BMU) which provide means for users to apply for fishing rights and efforts are underway to adopt a more ecosystem based approach through Collaborative Fisheries Management Areas (CFMA), where several BMUs share fishery units under one association to collectively manage the fishery. Guidelines for the role of BMUs in sustainable wetland fisheries have been prepared under SWMP (2013), and legislation requires any new issuance of a fishing licence to be first endorsed by the BMU.

National Water Policy (2002)(NAWAPO): The Lake Tanganyika Basin at 151,000 km², the second largest of 9 river basins in Tanzania, dominates the Kigoma Region. The policy calls for integrated and participatory approaches for water resources planning, development, management and enhanced efficiency in the use of water resources. It embodies principles of decentralization and subsidiarity of water management whereby this is devolved to the lowest appropriate level, the LGAs. Consequently, the policy has the following objectives (i) to address cross-sectoral interests in water, watershed management and participatory integrated approaches in water resources planning, development and management; and (ii) to lay a foundation for sustainable development and management of water resources in the changing roles of the government from service provider to that of coordination, policy and guidelines formulation and regulation. The Policy requires water users at village and community level to mobilize and organize themselves into associations, especially into Water User Groups (WUG) or Associations (WUAs), to apply for water rights, and to pay application and user fees. Many users have already formed WUAs and have applied for the rights. Specifically, the law bars abstraction of water for whatever purpose without a prior permit. The policy goes on to create basin authorities and water boards, notably Lake Tanganyika Water Board, looks after water administration and controls abstraction and M&E in Kigoma region

National Environmental Policy (1997)(NEP): The policy principles are listed as a) The environment is the common heritage of present and future generations; b) Adverse effects are to be prevented or minimized through long-term integrated planning and coordination, which consider the environment as a whole entity; c) The precautionary principle, which requires that where there is risk of adverse effects, a lack of scientific certainty should not prevent taking of measures to protect the environment; d) the polluter pays principle, which requires any person causing adverse effect on the environment shall be required to pay in full social and environmental costs of avoiding, mitigating, and or remedying those effects; e) The public participation principle, which requires involvement of the people in the development of policies and plans for the management of the environment; f) Access to environmental information, which enables citizens to make informed choices and encourages improved performance by industry and government; g) The environment and natural resources are to be used sustainably in order to achieve social economic development; h) Non-renewable natural resources only be used prudently, taking into account the consequences for present and future generations.

Figure 1: Bottom-up Environmental Planning as in EMA (2004)



Key

- | | | | |
|------|-----------------------------------|------|---------------------------------|
| DDP | District Development Plan | EAP | Environmental Action Plan |
| M&E | Monitoring and Evaluation | NRM | Natural Resource Management |
| OVI | Objectively Verifiable Indicators | SOER | State of the Environment Report |
| SWAp | Sector Wide Approach | VDC | Village Development Committee |

The Environmental Management Act (EMA) (2004) recognises wetlands as a fragile ecosystem that plays an important role in water systems. The Act establishes the National Environment Management Council (NEMC) to formulate environmental legislations and strategies including the Environmental Impact Assessments (EIAs). The National Environmental Policy recognises the indispensable role of local governments in achieving its policy objectives. Section 42 of EMA requires each LGA, with respect to its geographical area of jurisdiction, to report on the State of it Environment (SOER) and accordingly, to prepare an Environmental Action Plan (EAP) under the framework of a National Environmental Action Plan (NEAP). The aim is for village SOERs and EAPs to be consolidated at ward and district, and then to be compiled into a national SOER and used to present information at Parliament for budgetary debate.

The National Forest Policy (1998): With over 45% of area forested, Kigoma Region is perhaps the

best endowed region in Tanzania. The 1998 policy has . amongst its objectives to ensure sustainable supply of forest products and services by maintaining sufficient forest area under effective management. The policy calls for ensuring ecosystem stability through conservation of forest biodiversity, water catchments and soil fertility and enhance national capacity to manage and develop the forest sector in collaboration with other stakeholders. It introduces a decentralized system which includes village land forest reserves (VLFR) and mandates district councils to manage national forest reserves on behalf of the central government. There are also local government forest reserves, managed by local authorities, specialized executive agencies or even by the private sector.

Designation of village forest reserves is to be managed by the communities and community based natural resource management (CBNRM) in forest management focuses on Participatory Forest Management (PFM) (either Joint Forest Management = JFM on state land and Community Based Forest Management = CBFM on village lands). The policy states that in order to enable sustainable management of forests on public lands, clear ownership for all forests and trees on those lands will be defined and that in order to reduce uncontrolled use of forests the primary policy instrument will be the establishment of village land forest reserves (VLFR). Village institutions will be granted appropriate user rights as incentives for sustainable forest management. The policy also describes how private and community forestry activities will be supported through a harmonized extension service and financial incentives which will be designed in a gender sensitive manner. It also refers to the need for cross-sectorial collaboration stating that an integrated extension system for natural resources management, including agriculture, will be promoted. In 2007, CBFM and PFM guidelines and toolkits were issued, including a beekeeping manual. These are now outdated and need upgrades.

Ramsar Convention on Wetlands: the Government of Tanzania ratified the Ramsar Convention on Wetland in 2000. It is an important treaty for the conservation and sustainable utilization of wetland resources. It recognizes the fundamental ecological functions of wetland and their economic, cultural and scientific value. Upon signing the Ramsar Convention, Tanzania has put in place two national institutional bodies to govern and technically guide its implementation. The National Sustainable Wetlands Management Steering Committee (NAWESCO), made up of 9 wetland dependent Ministries at Permanent Secretary (PS) level, is the policy oversight body of the government in implementation of the Ramsar Convention on Wetlands. The Permanent Secretary, Ministry of Natural Resources and Tourism (MNRT) chair NAWESCO. NAWESCO is assisted by a technical body made up of 35 institutions, the National Wetlands Working Group (NWWG), which meets regularly to coordinate and share experiences between sectors and advise NAWESCO. The Wildlife Division (WD) in the MNRT is the Secretariat to NAWESCO and NWWG, with support through the Wetlands Unit (WU).

Tanzania's first and largest Ramsar Site, the Malagarasi–Muyowosi Ramsar Site (MMRS) is in Kigoma Region, listed in 2000, it has been supported by Danida up until 2013 in a project called Sustainable Management of MMRS (SIMMORS). It, has given rise to an Integrated Management Plan (IMP) for the area and formation of several CBNRM user groups including BMUs, WMAs, farmer associations, etc.

In addition, under SWMP (2013) support to the Ramsar Convention has seen the development of Guidelines and Toolkits for sustainable wetlands covering sectors like fisheries, wildlife, irrigation, pastoralism, resource inventory, strategic economic assessments, and CEPA materials and resource books for schools and training centres.

Agriculture and Livestock Policy (1997): This policy recognizes is fact that agriculture is dependent on, as well as destructive of natural resources (e.g. forest and wetland areas are being transformed to crop and pastoralist production). The rehabilitation of traditional irrigation systems, rather than large-scale irrigation, is mentioned as a means to mitigate negative impact on wetlands. However the new Irrigation Policy (2009), main focus is on large-scale irrigation. The agricultural development strategy is now based on the 'Kilimo Kwanza' declaration, presented as Tanzania's "Green Revolution" aimed to transform its agriculture into a modern and commercial activity for peasant, small, medium and large scale producers. In practice, this strategy favours a push for large-scale agricultural investments in

areas with development potential. The southern extremes of Lake Tanganyika catchment, make up Phase 3 of the Southern Region Agriculture Corridor (SAGCOT). Kigoma Region may not be affected.

The Livestock Policy (2009) does not mention much about sustainable pastoralism, a major recent land use conflict issue in wetlands, and in Kigoma Region, especially MMRS. There is a considerable policy gap at this level. However, Kigoma region at 42% of area infected with Tsetse fly, is a focal area for a fly eradication strategic so as to increase available grazing areas. This will exacerbate the problem as more and more cattle can gain access to the forests. The new Livestock Regulations of (2009) does make provision to re-introduce an ear tax as a means of regulating entrants into a grazing area, such as wetlands. Under SWMP (2013) guidelines and Toolkits for sustainable irrigation and pastoralism in wetlands were prepared.

Local Government Policy (1990): The policy, Act (1982) and Village Land Act (1999): under the Local Government Policy, part of the Local Government Reform Program (LGRP), the aim is for all sectors to devolve responsibility for sector management to the lowest appropriate authority, the local government both at district and village level. The Local Government Authority Act 7 and 8 (1982), empowers the Village Government to create functional committees¹. The formation of these committee institutions follows the laid down sector legislation and the similarity in the process is outlined and harmonized in 6 basic, but universal steps to achieve CBNRM and the District Facilitation Teams (DFT) are mandated to support this process (see table 1).

Table 1: Legal Mandate/Obligations of Districts to CBNRM

- | |
|--|
| <ul style="list-style-type: none"> a. Providing extension services. b. Leading other agencies in the implementation of this policy in their areas of jurisdiction. c. Formulating and enforcing by laws (in line with sector Act). d. Providing technical support and conservation education to villages. e. Preparing sound physical and development plans. f. Promote wise use and engage communities and user groups in sustainable investments (micro-projects). |
|--|

National Lands Policy (1995)(NLP): The main objective is to promote and ensure wise use of land, guide allocations, prevent degradation and resolve conflicts over boundaries and land use zones. On the issues related to environmental management, this policy is one of the major guiding principles to local authorities. Village Councils are responsible for looking after village lands on behalf of the Village Assemblies. Villagers hold rights called “customary right of occupancy ” which means that if they have lived on the land for many years they have rights to it. The policy tries to protect the environment and natural resources. It reserves village lands and some communal areas for conservation purposes (e.g. forests on village land).

For the bottom-up planning of NRM the following aspects are of importance:

Land Use Planning (LUP): The Land Act favours a participatory land-use management approach whereas villages land use management committees (VLUM) prepare Village land Use Plans (VLUP) which once approved by the village assembly (VA) and registered by central levels, should provide improved tenure security and the possibility to enact by laws on land use, however, use of NR on land such as trees, water and wildlife, are still governed by sector user rights, and need to be applied for separately. The Land Use Planning Act, No. 6 of 2007 creates the National Land Use Planning Commission (NLUPC) in charge of consolidating national and zonal LUPs. Land Use Planning authority is vested at the Village, Ward, District and Regional levels.

¹ In this case for communities to manage natural resources like wildlife (WMA), wetlands (WUG), forests (CBFM and JFM) and fisheries (BMU),

Table 2: LUP Procedures Similarity to 6 Steps to CBNRM

- a. Establish a Village LUP Committee
- b. Establish village boundaries, update previous LUP and maps.
- c. Undertake Participatory Resource Assessment and resource use map.
- d. Prepare LUP (with 5-10 year projections to safeguard population growth and needs).
- e. Prepare by laws.

Decentralization by Devolution (D*D): Decentralized Natural Resources Management (DeNRM) in the context of a decentralization framework in Tanzania stems from the view that concentration of decision making powers and ownership of natural resources by the central government has failed to promote sustainable management. In the late 1990s the Government of Tanzania introduced the Local Government Reform Programme (LGRP) with the objective to “improve the quality of and the access of public services provided through or facilitated by local government authorities (LGA).”

The LGRP stressed the need to devolve the framework for environmental and NR management so that communities’ level of participation and rights to deal with environmental issues is increased. This can be achieved by devolving powers from the central to the local government and creating an enabling environment. The later can be defined as the support services required to get the 6 steps for CBNRM in place, the financial support needed for that and for the implementation of community plans and the capacity building required. These were described by PMO-RALG (2013) in an Administration and Financial Management (AFM) Manual for Participatory Forest Management (PFM) and Sustainable Wetlands Management Program (SWMP), which aligned itself with the LGA Medium Term Expenditure Framework (MTEF) planning process.

A manual for MTEF for Planning and Budgeting has been issued by the Treasury, which guides the planning budgeting and reporting and includes all the LGA formats in the Strategic Budget Allocation System 4. This MTEF Manual is the main document that guides all sectors at Regional Secretariat and LGA levels.

The devolution drive has started being translated in the different sectors aiming at empowerment at the lowest appropriate governance level. Most NRM sectors now have a similar, policy and legislated approach to Community Based Natural Resources Management (CBNRM).

In the past decade, there have been many lessons learnt with pilot CBNRM programmes like Participatory Forest Management (PFM in over 3000 villages), Sustainable Wetlands Management (SWM in 200 villages), Wildlife Management Areas (WMA in 300 villages), Beach Management Units (BMU in 700 villages), Water Users Associations (WUA 100s), Beekeeping Associations (100s), etc. Based on this experience, each sector is still developing/pioneering/piloting its approach, although some toolkits, training aides, materials, guides and “how to do manuals”, do exist, much work is still needed to make them SMART and communicable to local users.

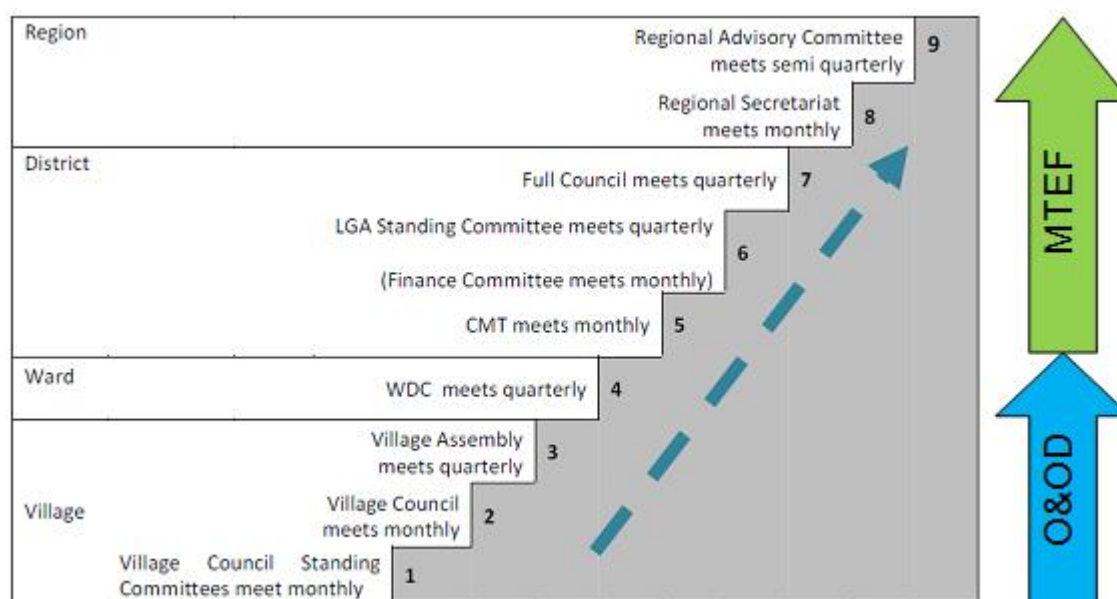
Although procedures to ensure devolution vary, they can be summarized in 6 basic steps:

Table 3: The 6 Universal Steps to CBNRM (AFM Manual, 2013):

- a. Prelude: Natural Resource inventory included in District Register and Village issues minutes to participate in CBNRM.
- b. Step 1: Form a user group or CBO (i.e. either through VNRC or CBFMG, BMU, AA, WUG/A, etc).
- c. Step 2: Measure resource site boundary and mark on PRA sketch map or LUP.
- d. Step 3: Undertake participatory resource assessment, identifying site threats & future resource needs (eg through O&OD or LUP).
- e. Step 4: Develop site management plan integral to Village Development Plan (VDP) and part of Land Use Plan (LUP).
- f. Step 5: Incorporate sustainable/wise use principles into village by-laws, secure District Council approval.
- g. Step 6: Gazettement, licensing or authorisation of user rights or joint management agreements (eg WMA).
- h. Post-Facto: Village implements micro-projects as per management plan.

Bottom-up Planning: Government planning cycle calls, each year for a planning process that starts with a Participatory Rapid Appraisal (PRA) technique known as Opportunities and Obstacles to Development (O&OD)² at the village level. This is designed to take stock of the VLUP, assess progress made last year, identify new development issues and pass these up the administrative ladder from CBO to District Council for inclusion in the District Development Plans (DDP). Here in the LGA, the O&OD process gives way to the Medium Term Expenditure Framework (MTEF), a means by which projects enter the DDP for funding approval by District Council, and upward transmission to PMO-RALG, sector ministry and finally, Parliamentary approvals. For CBNRM to work, this process must be made more effective, consultative and functional. The toolkit is well described in the PMO-RALG (2013) AFM Manual for PFM and SWMP.

Figure 2: The Bottom-up Planning Process of O&OD and MTEF



In summary it can be noticed that despite efforts to harmonize, the NRM policy framework suffers from its complexity, the multiplicity of individual sector policy documents and regulations, and the lack of capacity in LGA to enforce these effectively at all levels, especially village and district level. This produces overlapping responsibilities, lack of harmonization and at some levels confusion for decision-making. The situation is further compounded by a low political support for CBNRM evidenced by a low (less than 0.5%) budget allocation for NRM in the DDP and by delays at District Council and Central Ministry in issuing or gazetting user rights.

1.2 Institutional framework

NRM policies are being implemented under a complex institutional framework, of which the following are relevant to this project:

The Ministry of Natural Resources and Tourism (MNRT): plays a leading role in NRM, with the vision: *“To conserve natural and cultural resources for the benefit of Tanzanian’s while leading in contribution to the economy”*. The MNRT Strategic Plan (2013-16), aims at *“Sustainable conservation of natural and cultural resources and development of tourism for the well-being of the nation”*. The

² In line with the LGRP, the O&OD process was initiated in 2002 to facilitate community people to plan , implement and own their community plans with the aim of shifting the planning process from top-down to bottom-up. The O&OD is presently embedded within the LGRP II framework and recognized as a core process to promote citizens’ participation in local development and accountable and transparent local governance.

medium term plan of the MNRT is to create a conducive environment for participation of stakeholders in conservation of wildlife, forestry and wetlands, tourism and beekeeping, both inside and outside of protected areas. The plan addresses duplication of efforts between local and central government levels, and aims at greater synergy between sector policies.

The Vice President's Office (VPO) monitors the implementation of the National Environment Policy through the Division of Environment (DoE). It requires that districts prepare State of the Environment Reports (SOER) and Environmental Action Plans (EAP). It has placed Environmental Officers at district level.

Other Ministries responsible for specific natural resources are: Ministry of Water & Irrigation (MoWI), Ministry of Livestock and Fisheries Development (MoLFD), Ministry of Lands Housing and Human Settlement Development (MLHSD), Ministry of Agriculture and Food Security (MAFS), and Ministry of Energy and Minerals (MoEM).

Most NRM sectors have devolved the responsibility for CBNRM to Local Government Authorities (LGA) and the mandate for formulation, monitoring and evaluation (M&E) of D*D is the role of the Prime Minister's Office for Regional and Local Government (PMO-RALG), as established in 2011. Through its Directorate for Sector Co-ordination (DSC), now a Unit and the Environmental and Natural Resources (ENR) Section, coordinates activities in NRM at District, Regional and Zonal level by consolidating the planning and budgeting of all DeNRM Program activities. PMO-RALG coordinates the flow of funds from donor to Treasury to DSC, Regions and Districts, and accounting back through consolidated M&E, reporting and audit. The process follows the Medium Term Expenditure Framework (MTEF), described for PFM and SWMP in the Administration and Finance Manual (AFM) of 2013. It also conducts needs assessment, coordinating training (both administrative and technical), and providing administrative technical backstopping support.

Ministry of Water (MoW): The Lake Tanganyika Basin Water Office was established in 2004 based on the Amended Water Utilization (Control and Regulation) Act No.10 of 1981, to monitor water availability, water quality and water uses in the 151,000 km² basin, collect the water user fees, mediate and resolve water conflicts within the basin and establish Water User Associations (WUA) or Water User Groups (WUG). Through sub offices it coordinates water management through WUAs and village committees in case where there are no WUAs.

Prime Minister's Office for Regional and Local Government (PMO-RALG): Under Local Government Policy, PMO-RALG has a unit for Sector Coordination of D*D., The devolved, institutional framework involves 5 levels whose roles and responsibilities, which are well elaborated in the PMO-RALG (2013) AFM Manual for PFM and SWM:

- a. **Regional Secretariats (RS)** are responsible for promoting the implementation of DeNRM in their Districts, coordinate, synchronizing and consolidating planning, budgeting and reporting, in line with national guidelines. They also scrutinize and consolidate district work plans, budgets, physical and financial reports for formal submission to PMO-RALG, and onward to Treasury and donor. They monitor and evaluate District implementation, consolidating M&E Reports for PMO-RALG, and provide technical support to their Districts. Inter-district coordination takes place at the level of the Regional Coordination Committee (RCC) chaired by the Regional Commissioner, attended by DEDs, DCs, District Council Chairman and Members of Parliament.
- b. **Local Government Authorities (LGA)** are mandated to implement the D*D policies as related to Decentralized Natural Resource Management (DeNRM). The District Council is the LGA political driver and decision making body that must ensure that natural resources are taken into consideration in all Village (VDP) and District Development Plans (DDP). The Councillors are the ones that allocate funding according to economic and bio-diversity importance of the resource, but are often influenced by other political development agendas which are perceived more important to poverty reduction than NRM. They are supported by a technical advisory body, the District

Facilitation Team (DFT), made up of specialists in the various sectors. District Councils, through the appropriate District Consultative Committee (DCC), supervise the implementation of all plans for development in their respective areas; they approve by-laws made by the village councils and co-ordinate plans, projects and programmes for the villages within their area of jurisdiction. Apart from the DCC, there are committees for finance, administration and planning; education, health and water; and economic affairs and environment. The District Councils are empowered to pass bylaws applicable for the whole district, which is submitted, to the regional officer who will comment and then submit the draft bylaws to the central level for approval. The same applies for approval of CBO registration and granting of user rights.

- c. **The Ward Development Committee (WDC)** includes a Councillor representing the) and chairpersons of all village councils within the ward. The WDC is responsible for political agendas and developing general development plans for the villages in the ward and must manage conflicts in NR use, disasters and environmental related activities within its ward. The Councillor sits in the Council Management Committee and is the political lobby asking for financial for support for his/her constituency.
- d. **Village Government:** Implementation of plans and policies is undertaken at village government and user group level, supported by technical officers from the District and ward extension staff. The Village Council (VC) is the political over-sight, entitled to propose their own by-laws but these must first be adopted by the policy body, the village assembly, and must be in conformity with the sector legislation and policy, before being submitted to the District Council for approval. Other NRM activities at village level include the O&OD process to get development issues on to the DDP, development of Village Land Use Plans (VLUP) and implementation of CBNRM management plans through investments in micro projects and monitoring and supervision of by laws.

User Groups: Under CBNRM policies, these institutions for Community Based Organizations (CBOs) are the governing body that oversees its members rights, duties and obligations as laid out in their Constitution, by laws, management plans and legal stipulations of their user rights (For more details on CBO's is referred to § 1.3.2). This complex institutional system with its multiple layers and political agendas is far from functioning smoothly yet, compounded by the fact that D*D under LGRP II has not taken off as planned. The delays between formulating by laws at village level and getting them finally approved at district or central level, to give only one example, are protracted and information does not always flow as it should, causing difficulties in enforcing VLUP and CBNRM management plans. Similarly the 6 step processes towards securing user rights in CBNRM are fraught with technical misunderstandings, bureaucratic and political delays.

1.3 Stakeholders Analysis

1.3.1 Government NRM Institutions

The national Decentralization by Devolution (D*D) institutional framework, supports the following relevant actions at each of the administrative levels:

- At **central level**, support to the MNRT as NRM leader and to PMO RALG as coordinator of D*D, and relevant CBNRM sector line ministries to improve technical support, M&E and contribute to policy review. Bottlenecks may however arise from the unclear mandate and different perceptions of each other's mandate to supervise and coordinate development activities in line with policies of CBNRM. MNRT has well trained officers and has consistently supported the identification and formulation process.

In 2010 has been created by the MNRT the Tanzania Forest Services (TFS) which is now a semi-autonomous organization which operates independently. At the moment the Wildlife Division is still under the Ministry but there seem to be also the intention to create the Tanzania Wildlife Authority

(TAWA) as a wildlife agency. There is the question if the creation of self-financing executive agencies in forestry and wildlife will result in the lowering of community based management as a priority, since revenues are now being generated from managing government reserves and not from managing resources on village lands. Despite MNRT's revenue collection having increased in every year since 2005, budget allocations from the Ministry of Finance have not improved significantly. The creation of executive agencies in forestry and wildlife are seen as solutions to this problem by retention at source but full freedom to recruit staff and retain revenue has not been realized by TFS so far.

At PMO-RALG, the supervision of the decentralized processes is a core activity of the DSC Unit which is limited in capacity as it has only 2 full-time staff to cover 153 districts nation-wide. It is understood reforms are in progress and that in future this mandate for sector coordination may pass to the Director of the RAS Directorate in a re-structured PMO-RALG. Local government reforms and D*D to date have focussed mainly on the so called priority sectors of education, health, water, agriculture and roads, with more than 85% of government grants going to these areas. Natural resources sectors have suffered as a result of not having undergone D*D, hence have no earmarked funds and are being accorded lower priority within PMO-RALG. The project now has an opportunity to present evidence of the importance of natural resources to local economic development and poverty reduction, thereby raising its profile and showing the way forward for "green growth".

- **At regional level**, The Regional Administration is owned by the Government of Tanzania under PMO-RALG. The Regional Administration set-up was established and exists under the Regional Administration Act; No; 19 of 1997 and works through the Regional Secretariat, which is mandated to supervise, monitor and coordinate development activities in line with the policies and guidelines of the sectorial ministries and has also the mandate to engage in different initiatives with LGA and the private sector in the region. The RAS's office is consolidating and supervising reporting, planning and budgeting, giving technical support to the districts, when emphasis is on NRM and its importance in LED plans. D*D activities are already being supported by relevant NRM officers in the Kigoma Regional Office. One of the main constraints the regional office has, is a lack of financial resources to be able to backstop the districts and provide technical and enforcement support. More recently there have been some moves to re-strengthen the Region after recognizing the need for more backstopping support to districts. However, the role of the regions remains highly dynamic varying between a small, advisory office that compiles district reports and a more energetic administration that is also involved in backstopping and building district capacities.
- **At Landscape Level:** Some specific actors such as The Lake Tanganyika Basin Water Board (LTBWB). This Basin Office, typical of the other 8 Basin Offices in Tanzania, are the local authority who have important roles to play above the district level, coordinating catchment matters, and overseeing implementation of the Integrated Water Resource Management (IWRM) plan, currently under preparation for Lake Tanganyika. They are the custodians of issuing and monitoring water user rights. The Water Basin Offices are sub-national structures of the Ministry of Water. They were established in order to coordinate and manage water resources in all of Tanzania's 9 water basins. The water basin offices therefore have jurisdiction under the water legislation that follow water basin or ecosystem boundaries rather than the boundaries of Tanzania's local governments. Lines of reporting for water user associations and other structures under the water legislation also differ from the local government system used by other sectors, with reporting going directly to the Ministry of Water. These sector specific structures and modalities were at one time interpreted as an attempt by the Ministry of Water to maintain control over districts in light of continuing decentralization reforms. More recently there have been greater efforts at harmonizing the water structures and the existing local government architecture. The Water Basin Offices have largely become specialized managers of water resources whereas districts are primarily responsible for water supply to households. The Water Basin Offices were designed to be financially autonomous

and are mandated to collect water user fees, however, most of the WBOs are not collecting sufficient revenues to allow them to run independently.

- At **district level**, support to the Village Councils is the on-going activity by the District Facilitation Team (DFT). It is their relevant technical functions to guide communities to plan, and then to supervise, support, monitor and consolidate their activities, guided by sector policy and the D*D processes. The DFT then mainstream the community needs and plans in the District Development Plans (DDP) and to ensure this is participatory, they use the LGA planning tool called “Opportunities and Obstacles to Development” (O&OD). This process is a Participatory Rapid Appraisal (PRA) tool for bottom-up planning. However, the O&OD process is cumbersome, protracted and costly and there is no guarantee that the VDP will be accepted by the District Councils. Often, unless the Village Government involve local Councillors or WEO, to lobby on their behalf, communities can be disenfranchised and political agenda override the allocation or prioritization and top-down decisions prevail as to what enters the DDP. The low political priority accorded to NRM is evident in that, NRM budgets are often less than 0.5% of the district funds, yet as shown in SWMP, NR could contribute more than 45% of district economy. The allocation of such low importance and therefore of resources to NRM, suggests perhaps a low perception and appreciation by the political leaders of the value of NR to poverty reduction.

The District Councils have to address the technical staff requirements (and funding) to support future field implementation. The District Executive Director (DED) is the administrative arm of the DFT, the warrant holder and oversight supervisor that the DDP is implemented as approved by Council. Normally for NRM projects, the DED delegates the coordination to one of the NRM officers as District Focal Point (DFP). The level of staffing of the districts can be seen from the table below (Table 4). The districts are not fully staffed in all the areas of NRM specialization, and there is not always at a senior nor village extension level sufficient capacity to ensure quality coordination. Besides, all the officers at district level have multiple tasks, often addressing other (non NRM related) duties assigned by DED or Council. Staff rotation in districts is another issue and the recent split of Kigoma, Kasulu and Kibondo into 2, means that staff capacity has been reduced by 50% per district due to sharing of positions. The level of seniority is also an important factor; if NRM officers are not high in the seniority rank, this is likely to further affect their capacity to assume a proactive role, especially when it comes to lobby the Council for resources for investment in NRM. In addition to providing extension services to communities on NRM, districts are also often called upon to manage government NR reserves in protected areas where central government staff are few (e.g. forest reserves). Despite these multiple roles districts are provided with limited resources to carry out their responsibilities. In the forestry sector harvesting licenses are issued and royalties collected by districts however the only revenue that remains locally is the 5% cess, or surcharge, that they are allowed to levy on the royalty. This is a very small sum! Reforms in the natural resource sector that have resulted in greater rights to communities have led to greater potential for revenues for villages but with no parallel increase in district revenues. Where for example 25% of hunting revenues is returned to the District, Councillors often allocate this to other priority areas, and not at source. This situation has sometimes been blamed for making districts uninterested in promoting CBNRM.

- At **ward level**: The Ward Development Committee (WDC) approve the inclusion activities, including NRM into the Village Development Plans (VDP). However, they are motivated by political aspirations of the Councillor or local MP, and must assure alignment with the party manifesto. Often, NRM is seen as a low priority and its contribution to incomes, livelihoods and poverty reduction are often taken for granted, that NRM projects get relegated as low priority.
- At **village level**, The user groups all compile their various needs and plans into the village development plan (VDP), supported by inputs from the relevant participatory processes of O&OD, VLUP and CBNRM management plan. Here they must compete during the Village Assembly meetings for priority, given that resources are limited, and often NRM are seen as “God Given”.

The village Council, supported by the Village Natural Resource Committee (VNRC) and the District Facilitation Team (DFT), is supposed to backstop and protect the rights of the CBOs. The DFT are also supposed to facilitate both the VLUP and O&OD process so that, amongst others, the NRM matters enter the VDP and are mainstreamed in the District Development Plans (DDP).

The table below (Table 4) shows the number of technical staff at the district headquarters and in the field (wards). There is a serious understaffing, which is caused partially through the splitting up of the districts and therefore far from presenting an optimal situation. The technical capacities of the districts is therefore likely to be one of the major limiting factor, with different degrees according to the particular situation in each district.

Table 4: Technical Staff Levels of NRM Capacities in the Districts of Kigoma Region

Sl No	NRM/LED	Kibondo		Kakonko		Kasulu		Buhigwe		Kigoma R		Uvinza		Region		Total		
		HQ	Fld	HQ	Fld	HQ	Fld	HQ	Fld	HQ	Fld	HQ	Fld	HQ	Fld	HQ	Fld	Total
1	Agric/Irrig/Livestock	7	43	6	35	20	117	3	9	10	30	9	32	1		56	267	323
2	Forestry	3	0	2	0	4	3	3	0	1	9	0	0	1		13	12	25
3	Fisheries	2	0	1	0	3	0	1	0	2	3	2	7	0		12	10	22
4	Wildlife	1	0	1	0	1	0	0	0	1	0	2	3	1		7	3	10
5	Bee Keeping	1	0	0	0	1	0	0	0	1	0	1	0	1		5	0	5
6	TFS/Bee Keeping	1	3	0	2	3	0	0	0	0	0	1	0	1		6	5	11
7	Land	4	0	1	0	2	0	0	0	0	0	0	0	1		8	0	8
8	Planning/Economist	4	0	2	0	8	1	3	0	0	0	2	0	1		20	1	21
9	Cooperatives	2	0	1	0	1	0	1	0	0	0	0	0	1		6	0	6
10	Environment	1	0	0	0	1	0	0	0	1	0	1	0	1		4	0	4
11	Tourism	0	0	0	0	0	0	0	0	1	0	0	0			2	0	2
12	Community Service	8	2	6	1	15	2	5	0	10	1	4	2	1		49	8	57
13	Water	5	0	3	0	3	0	1	0	0	0	0	0	1		23	0	23
	Total:	39	48	23	38	62	123	17	9	27	43	22	44	11	0	211	306	517

Data provided by District staff during brainstorming planning meetings, to be validated at BLS.

1.3.2 Community Based Organizations (CBOs)

At ward and village level, there are significant numbers of CBOs already engaged in CBNRM and VLUP processes. The capacity issues at this level are of course linked to the quality of leadership and the frustration at the protracted nature of the CBNRM 6 steps, which vary in each case, but overall features can be observed to share in common:

- a. Some users see nature as “open access” a “free for all” and consequently, do neither belong to a CBO nor see the need to belong to a user group as other do not respect the law, and consequently do not respect nor are aware of CBNRM by laws and the VLUP, or out of necessity, violate the by-laws (eg some pastoralist without any other grazing option, often invade village lands).
- b. Most natural resource user groups see their resources dwindling. They are motivated to pursue objectives of sustainable NRM but lack a sense of empowerment of the legal processes, because the processes are so complex (eg O&OD, VLUP) and protracted (eg 6 steps to CBNRM) and they lack sufficient knowledge, information and political support or protection from local enforcement , consequently are dependent on external benefactors;
- c. Most user groups lack an appreciation of the importance of nature to the significance of their livelihoods and IGAs, consequently it's difficult to ensure their long term commitment to the CBNRM and VLUP processes. This comes as both a lack of linkages with security of tenure (ie tragedy of the commons), are held hostage by bigger, economic actors and are unaware how to enter higher up the value chains.

- d. In many cases, the protracted nature of the process (such as forming WMA), the delays of the legal processes to approve by laws or to secure tenure or to get NRM plans funded from District Council or central level, creates frustration. Often, without the political support of the village leaders or the District Council, delays occur in getting approvals (e.g. nationwide, only 15% of 3000 VLFR that have been formulated, have been approved by District Councils). In addition, with the low funding allocated to NRM and the often low priority accorded by local political leaders, there is apathy amongst user groups, who would otherwise be stimulated to manage the resources in a more sustainable and profitable way.

The following table lists the number of CBOs and User Groups that are present in Kigoma Region's districts based on their sector of interest, and that were identified during the formulation mission.

Table 5: Number of Community User Groups/CBO by Sector in Kigoma Region

Sl No	NRM/LED	Kibondo		Kakonko		Kasulu		Buhigwe		Kigoma R		Uvinza		Kigoma U		Total		
		CBO	Mbrs	CBO	Mbrs	CBO	Mbrs	CBO	Mbrs	CBO	Mbrs	CBO	Mbrs	CBO	Mbrs	CBO	Mbrs	Total
1	Agriculture	33		27												60	0	60
2	Irrigation	3		5		4				2		1				15	0	15
3	WUG	0		0												0	0	0
4	Livestock	3		2								2				7	0	7
5	Pastoralist Association	0		0						3						3	0	3
6	Forestry (PFM)	21		14		12		3								50	0	50
7	Tree Planting Group	7		5		0		0								12	0	12
8	Beekeeping Group	36	1798	29		37	503	3		60	1100	3				168	3401	3569
9	Beekeeping Coop	2		1		1				11	1875					15	1875	1890
10	Fisheries (BMU)	0		0		0				4		11				15	0	15
11	Wildlife (WMA)	0		0		0										0	0	0
12	Water Committee	52				86				43						181	0	181
13	Women Economic Group	64	320	1		96	80	35		14	332		0	0	210	732	942	
14	Youth Economic Group	84	270			89		20		4			29	129	226	399	625	
15	School NRM Clubs	0		0		0		0								0	0	0
16	Market Coop	11	1193			19	1786			19	3007		1	42	50	6028	6078	
17	Primary Society	16		7		11		7				20			61	0	61	
18	Environment Org			1		5		0										
19	VICOBA	156														156	0	156
20	SACCOS	9	390	3		7	406			11	400	19	12	646	61	1842	1903	
	Total:	497	3971	95	0	367	2775	68	0	171	6714	56	0	42	817	1,290	14,277	15,567

Data provided by respective District Staff during brainstorming planning meetings, & members from 2008/9 study to be verified during BLS.

1.3.3 Potential NRM Development Partners

Several international and national NGOs specialized in environment, conservation and NRM have a more or less prolonged and permanent history of fieldwork in the Kigoma Region, mostly due to the refugee influx, but some have been in collaboration with MNRT, especially around the wildlife protected areas. By their specialized know how, international linkages and permanent presence in the Region with long term programmes, they represent potential partners for the project in improving governance and sustainable management of NR by key resource users and local institutions; derive sustainable and equitable benefits from natural resources and strengthening institutional capacities and accountability in the Kigoma Region.

Jane Goodall Institute (JGI): The JGI Gombe-Mahale-Ugala (GMU) Program focal attention is on conservation of the area to protect chimpanzees in and around Gombe Stream and Mahale national parks concentrated on the Lake region. It started with tree planting to regenerate the forest, assisting in conserving landscapes, initiating beekeeping and coffee under their "Jane Goodall" brand, which has an assured market in the United States. GMUP is also assisting villages in their project area with land use planning, coupled with village game scouts, R&S clubs, gender, governance, financial support and CEPA for technology transfer, and has shown some remarkable recovery around Gombe. Therefore it will be important for the project to know the villages and the time frames for this exercise and other support under the REDD (Reduced Emissions from Deforestation and Forest Degradation) program, which is trying to set up carbon trading schemes. This will also be a good opportunity for

synergy to trade experience and perhaps work with lake communities along Gombe lake shore, developing BMU structures and any related fish processing that links to forest conservation. JGI also has a Roots and Shots school club outreach program which targets to change the future generations mind-set towards NRM.

Care International: Care International has been involved in beekeeping and reforestation activities with refugees, training and microfinance (i.e. VICOBA's and SACCOs and the project can possibly link to those supported by Care International) .

Frankfurt Zoological Society (FZS): Their main focus is on protection of chimpanzees near Mahale National Park and to support communities in the greater Mahale ecosystem. They support Community Conservation Banks, (COCOBA), 21 beekeepers groups, Participatory Forest Management (PFM) and BMUs. Frankfurt Zoological Society funded 11 villages located adjacently to Mahale Mountains National Park which are Kalya, Kashagulu, Buhingu, Nkonkwa Igalula Rukoma Kaparamsenga, Herembe, Mgambazi Lubalisi and Mpembe on all process about CBFM and where MJUMITA has three(3) local networks with 8 villages through a project which was known as Mahale Ecosystem Management Project (MEMP). The project facilitated whole process of PFM from awareness raising campaign on PFM in village level, participatory resources assessments, formulation of forest management plans, formulation of villages forests by-laws and work plans. Lessons learnt can benefit the project.

MJUMITA: Is a national network of Village Land Forest Reserve to whom they provide support services in PFM nation-wide. In Kigoma region there are 7 networks with 21 villages from two districts, Kibondo and Uvinza. Uvinza has 5 networks with 14 villages and Kibondo has 2 networks with 7 villages. MJUMITA is a good network to work with.

1.3.4 Service Providers

In order to combine the technical requirements of CBNRM implementation with the legal processes of user rights and to ensure sustainable management of resources by capacity building of stakeholders and community mobilization, the Project might require the participation of another group of stakeholders as **service providers**. These could include:

- a. **CBNRM Advocacy Groups:** These NGOs, based in Dar es Salaam or Arusha, could be used to advocate for the benefit of the CBOs, notably HAKIARDHI, Tanzania Natural Resources Forum (TNRF), Tanzania Forest Conservation Group (TFCG), Lawyers for Environmental Action in Tanzania (LEAT), and Association of Local Authorities of Tanzania (ALAT), etc.
- b. **Local community development NGOs** that are active in the districts and supporting NRM and NRM related livelihoods development such as beekeeping, tree planting, IGA, etc.
- c. **Microfinance institutions** are active in the districts and could be important partners to support financial services needed for the NR based livelihood activities (eg SACCOs, VICOBA, Primary Societies, etc).
- d. **Community Support Services:** Institutions like Land Use Planning Commission (LUPC) who support communities in LUP, and universities like University of Dar Es Salaam (UDSM) and the University of Sokoine (SUA), who provide professional consultancy services in NRM, are options as service providers.
- e. **Training centres:** MNRT wildlife training centres at Mweka, Pasiyasi and Lukuyu Sekemaganga, forest and beekeeping at Olmontonyo and Moshi, PMO-RALG LGA centre at Hombolo as well as fisheries centres in Nyegesi (Mwanza) are active in key sectors relevant for the project and could be venues for formal training of district staff and communities in the area.
- f. **Universities and research centres** are active in relevant aspects of the NRM issues in the project area; this includes the local campus of the Moshi University College of Cooperatives and

Business Studies (MUCCoBS), the University of Sokoine (SUA) (Morogoro) and University of Dar Es Salaam (UDSM), as well as wildlife research at TAWIRI (Arusha), forestry at TAFORI (Morogoro), fisheries at TAFIRI, etc.

The following table includes a listing of organizations active in the Kigoma Region. Some of them could be called to play a role in the project, either as direct service providers or as indirect stakeholders.

Table 6: NGOs Engaged in NRM in Kigoma Region

SI No	NRM NGO/Private Sector	Kibondo	Kakonko	Kasulu	Buhigwe	Kigoma R	Uvinza	Ujiji	Total
A	NGOs involved in NRM								
1	JGI (R&S)					1	1		2
2	FZS					1	1		2
3	MJUMITA	1	1						2
4	CARE			1		1			2
5	CONCERN			1		1	1		3
6	PATHFINDER					1	1		2
7	Tanzania Nature Conservancy					1	1		2
8	Tongwe Trust						1		1
9	REDESO	1		1					2
10	MILELE	1	1						2
11	CEMDO (Community Environment Management Development Organization)			1					1
12	AFRICARE						1.0		1
13	HIFAME (Hifadi Mazingira Endelevu)			1					1
14	KISINGA (NGO name)			1					1
16	TUMETA (Tunza Mazingira Endelevu Neanta)			1					1
17	TAEDO (Tanzania Agriculture and Environment Development)			1					1
18	TWESA	1	1						2
19	Rapid Environment Recovery and Agricultural Improvement (RERAI)	1	1						2
20	EMMA			1					1
21	World Vision			1					1
22	BOGWE			1					1
23	TACARE					1		1	2
24	TCRS Dev	1	1						2
25	KIEMA	1							1
26	VESCA	1							1

1.3.5 Private Companies

Important actors include private companies investing in agriculture (eg tobacco), irrigation (eg sugar), tourism (eg sport hunting), salt extraction and mining in the Region. Some may occupy large tracts of land in critical areas. Private companies active in important areas of Kigoma need to be incorporated in the effort to achieve sustainable NRM; some of them are conducting their own Corporate Social Responsibility (CSR) or Payment for Ecosystem Services (PES) initiatives in CBNRM, and might create an opportunity to support CBOs in NRM and entering the value chain.

A common, region wide integrated Land Use Planning (LUP) framework is still lacking to ensure that common criteria are used before land allocation processes can go forward, however some initiatives are underway to prepare district investment profiles (eg Kibondo and Kakonko), and land banks are being set aside for Private, Public Partnerships (PPP).

Biofuel: One such company is FELISA, which is a Kigoma based bio-fuel company established to

grow employment in the Region, plans in the long term an out-grower scheme to provide employment and livelihood benefits to 1000s of people. The base for FELISA's agricultural activities is their 4,258 ha property in Uvinza District, near the Ruchugi River, with 16km of direct river access, the farm holds water rights for as much permanent irrigation as required. In addition to the farm, FELISA also owns a factory for refining fresh fruit bunches from oil palm trees into crude palm oil and palm kernel oil.

Tobacco: Other important private sector actors are the tobacco buying and processing companies such as Tanzania Leaf Tobacco Company (TLTC), which is owned by Universal Corporation Inc of Richmond, Virginia of the United States, the world's largest tobacco leaf dealer and Alliance One International (AOI). Both companies are present in Kigoma Region, where they buy leaf tobacco for processing and have established support to their out-growers to reduce the environmental footprint through improved kilns which are now 4-5 fold more efficient, payment for tree nursery and woodlots at 1 ha for every 5 ha of tobacco (or 550 trees planted for every ha tobacco), and forest regeneration. During the formulation, the company consulted acknowledged that they were unsure of how to tackle the problem of deforestation associated with tobacco farming and, under their corporate social responsibility, welcomed support to develop their ideas and experiment with new reforestation processes.

Tourism: Tourist hunting outfitters are important private sector actors in areas with wildlife resources such as villages bordering the Moyowosi Game Reserve. There are several hunting concessions in the area, about 8 blocks are listed around the Malagarasi Moyavosi Ramsar Site (MMRS) operated by Cullman and Hurt, Wingert Windrose Safaris, Royal Frontiers of Tanzania, Tanzania Game Trackers (TGT), etc. The latter also plan a 70,000 ha game ranch and have been supporting boundary communities in VLUP (eg Kangeri Khanda village). A MAWINA WMA, in Uvinza was started in 2004, with scope to expand tourism in the south, but remains ungazetted.

Table 7: Mawina WMA showing Status and Process in VLUP

Ward	Villages	Area (Km2)	Formation Teams and Capacitate LUP Committees				PRA		Map Preparation			Evaluation	By Laws	Present to VC & VA	RZMP
			PLUM	VLUMC	VEC	VLC	Data	CAP	NR	Current Usage	Plan				
Mtegowanoti	Chagu	1.59	V	V	V	V	V	V	V	V	V	V	V	V	V
	Ilalangulu	13.19	V	V	V	V	V	V	V	V	V	V	V	V	V
	Mtegowanoti	4.43	V	V	V	V	V	V	V	V	V	V	V	V	V
Mganza	Mganza	2.73	V	V	V	V	V	V	V	V	V	V	V	V	V
	Kasisi	5.11	V	V	V	V	V	V	V	V	V	V	V	V	V
	Malagarasi	65.11	V	V	V	V	V	V	V	V	V	V	V	V	V
Nguruka	Itebula	41.85	V	V	V	V	V	V	V	V	V	V	V	V	V
	Nyangabo		V	V	V	V	V	V	V	V	V	V	V	V	V
Uvinza	Chakulu	70.00	V	V	V	V	V	V	V	V	V	V	V	V	V
	Uvinza	100.08	V	V	V	V	V	V	V	V	V	V	V	V	V
	Total:	302.5													

PLUM District Planning and Land Use Committee

VLUMC = Village LUP Committee

VEC = Village Environment Committee

VLC = Village Land Council

CAP Community Action Plans

VC Village Council

VA Village Assembly

RZMP Resource Zone Management Plan

Mining: There are several mines in the area, but one in particular was singled out for its NR ecological footprint was the Nyanza Salt Mine, which extracts mineral salt and needs to use boilers to evaporate off the after purification as brine. This demands a large volume of wood harvested from the surrounding forest areas. According the daily management of Nyanza Salt Mine, initiatives for reforestation have failed due to weak support from the technicians from the districts and they acknowledged a need to find a long term solution to this problem.

Table 8: Private Companies with NRM Footprint in Kigoma Region

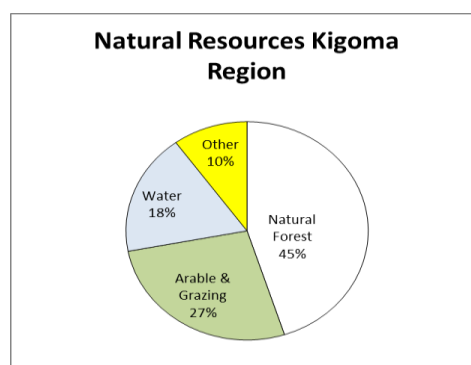
Name of Company	Category	Operational area
ATTT	Distributing agricultural inputs to tobacco farmers	Kibondo, Kakonko, Kasulu, Uvinza
TLTC (Tanzania Leaf Tobacco Company)	Tobacco buying company	Kibondo
AOI (Alliance One Tobacco (T) Ltd.)	Tobacco buying company	Kasulu, Kibondo
TGT (Tanzania Game Trackers Safaris Ltd.)	Tourist Hunting Company	Kasulu, Uvinza
FCF (Friedkin Conservation Fund)	Tourist Hunting Company	Uvinza
Cullman and Hurt	Tourist Hunting Company	Uvinza
Nyanza Salt Mine	Salt mining	Uvinza
FELISA LTD. (Farming for Energy for Better Livelihoods in Southern Africa)	Oil Palm Plantations for Biofuels	Kigoma, Uvinza

1.4 NRM Problems to be Addressed

1.4.1 The NR of Kigoma

Kigoma Region has abundant natural resources. About 20,371 sq Km, or 45.1%, of the Region is covered by miombo woodland which covers all the districts. The Region has two national parks, namely Gombe (established in 1968, some 52 km²) and Mahale National Parks (established 1980, some 1,613 km²), both being famous for their chimpanzee populations. The Region also has a game reserve at Moyowosi, established in 1981, and over 600,000 ha. Together with Kigosi GR and Ugalla GR, the Moyavosi GR make up the Malagarasi-Moyavosi Ramsar Site (MMRS). There are a total of 14 forest reserves in Kigoma Region, covering a total of 873,722 hectares. All but one of the reserves are central government forests (Kigoma Regional Profile 1998).

Figure 3: Distribution of NR in Kigoma Region.



1.4.2 NR Situation Analysis

The Key NRM Stakeholders are:

- Villagers organized in Community base NR-management organizations within the selected landscapes
- Village Government and Ward Executive Offices within the selected landscapes
- The District Councils and District Facilitation Teams
- The service providers and implementation partners
- Kigoma Regional Administration

- Central Government and Agencies (MNRT, PMO-RALG, VPO, MLHSD, LUPC, ...)

Annex 7.6 presents a more detailed description and situation analysis of the NRM issues identified in the Kigoma Region as indicated by the MALAGARASI-Moyavosi- Ramsar Site (MMRS) Integrated Management Plan and other challenges linked to the village forest reserves and fisheries.

The following issues are being identified as the leading challenges to sustainable natural resource management in Kigoma Region. subdivided in administrative , governance, institutional and gender issues related to NRM.

Thematic NRM Issues:

- **Deforestation** was identified as the major environmental challenge in all the Districts of Kigoma Region. The immediate causes of deforestation are shifting cultivation and poor agricultural practices, tobacco cultivation and flue curing using fuel wood, unregulated wood and NTFP harvesting, charcoal burning and the encroachment on forested lands by human settlements. Uncontrolled bush and forest fires are also implicated in leading to deforestation. In some isolated cases unregulated salt mining and processing was leading to deforestation.
- **Overgrazing due to Pastoralism:** This was identified as a major environmental challenge by all the Districts in the Region. Overgrazing was seen as resulting from immigration of pastoralists with large numbers of cattle and haphazard, unplanned homestead developments, cattle pens and agriculture, disrespecting LUPs. The impact of these large cattle herds are leading to land degradation in addition to forested land being cleared for tsetse fly control and cropping, contributing to erosion. The rapid and large influx in cattle numbers has also led to increased levels of conflict between agriculturalists and pastoralists, and eviction as a solution, is only displacing the problem from one site, to another.

Table 9: Ranking of Issues by District Identified During 3 Separate Consultative Meetings.

SI No	NRM/LED Issues	Kibondo	Kakonko	Kasulu	Buhigwe	Kigoma	Uvinza	Average	Rank
a	Environmental Issues								
1	Deforestation (Tobacco, charcoal, s-cultivation, fire)	1	1	1	1	1	1	1.0	1
2	Pastoralism leading to overgrazing	2	2	2	3	3	5	2.8	2
3	Poor Water Resource Management	3	3	4	2	6	6	4.0	3
4	Overfishing	na	na	na	na	1	6	3.5	6
5	Pressure on Wildlife	6	6	6	6	6	6	6.0	5
b.	Governance Issues								
1	Poor NRM Awareness, lack perceptions	3	3	3	2	4	3	3.0	1
2	Low NRM priority in DDP Budget	6	6	5	4	2	6	4.8	2
3	Poor NRM Governance & low political support	5	6	4	6	6	2	4.8	3
4	Poor NRM LUP = Conflicts	6	5	5	6	4	4	5.0	4

Note: Data provided by respective District Staff during brainstorming planning meetings, to be validated at BLS.

- **Overfishing** was identified as a major environmental problem in Kigoma and Uvinza Districts, said to be leading to a noticeable decline of fish stocks. This was blamed on unregulated entry of new fishers, illegal and unregulated practices and the destruction of breeding areas through illegal fishing practices and river siltation. The BMUs were seen as infant CBOs, organised as central and LGA revenue collection centres and police of beach hygiene, but as yet, not fully operational,

by-laws are delayed, and no management plans were as yet in place. Few BMUs had progressed beyond step 1 of CBNRM (see table 3).

- **Degradation of Water Resources:** was identified as an environmental challenge in all Districts of Kigoma Region. Major causes of water resource degradation were deemed to be damage to water catchment and wetlands due to deforestation, inappropriate cultivation and overgrazing by livestock. The overuse of water in irrigation schemes was also implicated as leading to reduced water flows in downstream areas. Wetland's integrity is suffering from papyrus and grass burning by pastoralists.
- **Pressure on wildlife is** identified as a challenge in Kigoma and Uvinza Districts as a result of increased human populations and their settlements expanding adjacent to national parks, game reserves, game controlled areas and wildlife corridors. This was resulting in fragmented habitats, due to encroachment and unplanned settlements. Poaching and increased hunting of bush meat is also a reason for the increased pressure on wildlife and their habitats, although this may have declined with the repatriation of refugees, nevertheless, districts lamented their inability to patrol for lack of resources.
- **Poor agriculture practices** due to shifting cultivation, poor use of fertilizer, depletion of soils leading to erosion.

Administrative Issues and NRM:

The district meetings and Regional workshop were able to identify the underlying barriers to dealing successfully with natural resource management challenges as:

- **Low awareness** by user groups and decision makers of the importance of sustainable natural resources management. Low valuation and appreciation of ecosystem goods and services as economic goods by community and government, therefore they are not seen as part of a tax based economy, and there is little investment in management.
- **Poor NRM Governance** and law enforcement due to a low priority allocated to sustainable natural resources management and fore lack of resources, vehicles and the like, NRM officers are unable to patrol nor provide extension services.
- **Poor implementation** of land use planning and natural resource management plans generally; Weak coordination between institutions at all levels. In part due to a lack of standard guidelines on integrated natural resources management, lack of information to make the right decision. Poor monitoring and evaluation so as to be reactive and support sustainable management. Lack of knowledge and appropriate technological solutions for wise use of natural resources.
- **Poverty and a lack of budgetary resources:** for NRM, the inadequate human resources, financial and technical capacity, is hindering support, and people out of poverty, depend on NR for subsistence and income.
- **CBO System in NRM not functional:** The 6 steps to CBNRM to secure tenure are not being fully followed, and delayed due to poor understanding of service providers (ie NGO and LGA) as policy and laws are not yet translated into workable tools for implementation.
- **Poor LUP:** Many LUPs are incomplete or pending approval, with low follow-up and poor priority given at District Council level to solve the issues. Sector management plans are not well developed nor monitored. There is a general poor capacity at all levels (NGO, LGA, private sector) to both develop LUP and sector management plans.

Table 10: Status of VLUP by District in Kigoma Region

Sl No	NRM/LED Issues	Kibondo	Kakonko	Kasulu	Buhigwe	Kigoma R	Uvinza	Total
1	Total Villages	45	39	82	36	33	45	280
2	Boundary Surveyed	42	39	82	0	31	42	236
3	Number with Certificates	38	38	40	0	19	17	152
4	VLUP approved	2	4	4	0	19	37	66
5	VLUP In Process	26	24	24	31	10	8	123
6	% With VLUP	4.4	10.3	4.9	0	57.6	82.2	23.6
	Total:							

Not Data provided by District staff during brainstorming planning sessions, to be validated at BLS.

NRM Governance Issues:

- **Low priority given by decision makers** to the LED importance at all levels in NRM. Low allocation of resources and priority in DDP, national budgets and strategies, including low attention in VDP despite LED value to poverty reduction. Lack of appreciation of strategic economic value at decision making level, conflict in political agenda vs technicians views of sustainable NRM (eg investment in infrastructure seen as priority vs budget allocation to NRM support services due to sympathetic appeal of electoral oriented campaigns vs stigma of enforcement), often due to lack of information for appropriate decision making, leading to low re-investment in the source of revenue generated by NR.
- **Low accountability:** Corruption, transparency issues, political issues, vested interest, poor democratic responsiveness due to different political agendas, value chain is controlled by big people, resource allocation is under influence of local power house.
- **Poor responsiveness to NRM needs:** Low support of DFT to user groups due to low capacity and financial resources.
- **Poor enforcement:** Reluctance of DFT to enforce laws due to political pressures, lack resources, enforcers are vested parties or rent seekers, and courts playing down the importance of NR crimes when imposing penalties.
- **Poor and inappropriate governance of Village Government in NRM:** Village leaders are often benefactors of rent seeking from NR allocation, capacity and understanding of village leaders role in NRM, leads to poor engagement of village assembly in NRM planning (ie O&OD is not working) and enforcement due to lack of democratic accountability and governance culture (ie patronage to a leader).
- **Dependence of CBNRM policy implementation to LGA:** DFT are key to resource licensing, support services to value chains become dependent on support from district. No budget, means no services.
- **Poor demand driven services:** Villages are dependent on top-down delivery, rather than bottom up demand (ie O&OD not working).
- **Lack of gender focus** in implementation of NRM,

NRM Institutional/Legislation Issues:

- **Weak NRM institutions:** From central, district to village and user level due to under resourced (ie staff, finance, education, analytical capacity) and firefighting syndrome (ie DFT are busy addressing multi-tasks that are not NRM related and only address issues when they arise).
- **Regional role in NRM is weak:** Unclear mandate and capacity in DeNRM and LED, means the region has no influence nor the institutional platform for district level coordination in NRM.

- **Control on block grants:** NR revenues go to general budget and are not ring fenced for re-investment in sector, so districts get little for NRM.
- **Top-down legislation:** Licensing is central managed and often not issued timely (eg delays in PFM certification), delays in approval of LUP and by laws, etc, lack bottom-up and private sector appeal system. CBOs are not yet able to penalize defaulters and have to go through legislator which often does not prosecute adequately, or the fines go to Treasury and nil returns to the village.
- **Inconsistency in legislation causes conflicting issues:** Perception on unused village land seen by LGA as general land (eg conflict on eviction if cropping in national FR due to political support).
- **Lack of integrated NRM sector legislation due to sectorial approach to NRM:** WMA focus on wildlife, and PFM is needed on top of if you wish to manage forest in WMA. There is little integrated management at DDP level. EMA is not implemented no LGA has done State of Environment Report (SOER) and EAP to deal with cross-sectorial planning (as per Agenda 21).
- **NRM in DDP are not implemented:** Poor allocation of resources to NRM in DDP, despite inclusion in budgets, most NRM activities are DP dependent and unsustainable.

Reasons for Weakness of Local Government Authorities in addressing the CBNRM issues:

- D*D not yet fully in place, as no sector has as yet developed its D*D strategy under LGRP for addressing the above issues.
- Policy on CBNRM at LGA level has not yet been translated into a strategic plan for action (eg in DDP).
- There is limited allocation and sustainable re-investment of resources to self-perpetuate support to NRM (ie central, LGA, NGO and CBO).
- There is limited capacity at all appropriate levels, and technical know-how of service providers (LGA, NGO, private sector).
- Toolkits for CBNRM and DeNRM are not yet in place.
- The decision power to address NRM issues is with decision makers (ie MP, district councillors, etc) who have other alternate priorities and conflicting vested interests.
- Leadership not aware of NRM contribution to LED and therefore have not prioritizing NRM (District, Village and user group).
- CEPA materials are lacking for sustainable NRM technologies, governance and creation of CBNRM institutions.
- Budgets allocated for NRM are often spent in the pipeline (eg allowances, transport, etc) and not on the end delivery of results to intended CBNM institutions.
- Corporate private sector relationship with policy leads to uncertainty, fear of taxation and legislation leads to a lack of trust that does not condone a good PPP and poor engagement in CBNRM.
- There is a low culture of government out-sourcing CBNRM to service providers such as NGO, private sector, etc.
- The NRM at LGA level (ie Region and DFT) is not function nor engaging in a lobby to secure adequate allocation of resources in the DDP.

NRM Gender Issues:

- The NSGD states that “Due to social, traditional and cultural practices, most women do not own resources. Moreover, they do not make decisions on family resources and property. The fact that women do not own resources, limits their accessibility to loans for development. However, the

Constitution of the United Republic of Tanzania recognizes the right of every person, women and men to own property and the right for protection of his or her property. The Land Act of 1999 and Village Land Act of 1999 provide for complete gender equality in ownership, access and control over land. But, the Land laws are not known to the majority of the people both men and women. As a result they continue using the customary laws.”

- A gender analysis conducted by USAID in collaboration with the Jane Goodall Institute (MJEMA, 2011), gives the following overview of gender related challenges for NRM. The main obstacles are the prevailing norms, customs and traditions, resulting in different behaviour for women and men and having differentiated impacts on the environment. The lack of accessible education and health systems impacts environment differently for girls and boys, women and men (illiteracy leading to segregation of women in community decision-making, lack of family planning leading to population increase/pressure on environment,...). Lack of alternative sources of energy (lack of energy serving stoves or solar energy leading to tree cutting for charcoal business). In addition the study mentions the limited participation of women in community decision-making and lack of female leadership, leading to not taking into account women’s preoccupations and interests regarding environmental issues. Restricted access and control over natural resources (land), finances (credits) and other means of production (f.ex. the study shows that 9,2% of the women against 58,3% of the men own tree farms, MJEMA, 2011: 18) hinder women to do business and to generate income, which could help them to reduce poverty.

1.5 SWOT Analysis

The SWOT analysis for the sustainable management of NR for LED is based on the situation analysis described before.

1.5.1 Strengths

Institutional/legislation:

- MNRT is advocating a coherent bottom-up approach for decentralized NRM and supporting the link to LED;
- There is a supportive policy framework for CBNRM and D*D;

NR Governance

- Several NGO’s are working with the district on improved Governance of NR in the region;
- The need for improved governance for NR is recognized by LGA and service providers

Implementation/Implementation capacity

- PMO-RALG has recently (2012) developed the Administration and Finance Management Manual for PFM and SWM;
- Recent experience in PFM and SWMP has led to the development of toolkits for application in both the administrative side of DeNRM planning, as well as in the technological processes in wetlands management, irrigation in wetlands, pastoralism in wetlands, Beach Management Units (BMU), Wildlife Management Areas (WMA), etc. These need only some refinement and some more focus on NRM;
- Some technical staff of district and region are covering key areas (wildlife, forestry, fisheries, agriculture, beekeeping and livestock) and some of them have previous experience with starting up CBNRM;
- Most districts have an officer responsible for NRM within DED;
- Region: Committed RAS and Regional Natural Resources Officer with wide experience in NRM;

- Several CBOs are in formation or on the way to secure user rights;
- Several NGO's have worked with some of the districts on VLUP and improved their capacity. There are a substantial number of VLUP in the process of implementation and approval;
- Many villages have on-going LUP and NRM experiences that can be further strengthened.

1.5.2 Weaknesses

Institutional/legislation:

- Little central revenue support due to a low political interest and support for CBNRM;
- Weak NRM feedback systems from LGA to MNRT and PMO-RALG adversely affecting a disconnect between central level knowledge of policy and implementation issues in the field;
- Overlap in mandates, leading to delays in user right approvals and a weak harmonization across policies leading to conflicts;
- Policy and laws and developed tools for CBNRM are not yet fully understood and used by LGA and other service providers;
- The role of the Regional Secretariat is weak and therefore little influence on and support to district level implementation and coordination in NRM for LED;
- Lack of integrated NRM sector legislation due to sectorial approach to NRM;
- Licensing for CBOs rights and LUP is central managed with often great delays with lack of 'bottom-up' appeal system for user groups;
- CBOs lack ability to penalize defaulters;
- Insufficient collaboration between central government, LGA, Police and Judiciary to enforce effectively legislation, and fines on NRM offences are not deterrent enough;
- Districts limited power to do anything about Forest Reserve invasions due to a political sensitivity against evictions;
- Poor legal support from sector or district to villages to enforce the laws, to restrict invasions and the like, coupled with a political indifference to support CBNRM.

NR Governance

- Poor Governance by local government: not effective participation by both men and women, poor enforcement of legal frameworks, little transparency in decision making, poor responsiveness in serving stakeholders/villagers in reasonable timeframe, equity and inclusiveness, poor accountability for their decisions and actions
- Low priority for sustainable NRM by decision makers and politicians at all levels and low allocation of resources in budget and development plans (VDP, DDP, RDP)
- Low awareness of NRM importance to income, livelihoods and poverty reduction, consequently low political priority assigned to NRM in the DDP
- Frustration with revenue sharing (e.g. in JFM or WMA) as resources are centralized before beneficiary sharing takes place.

Implementation/Implementation capacity

- Lack of effective participation of villagers/users in the processes of VLUP and CBNRM and no clear link to LED and livelihood development;
- Poor understanding and follow-up of CBNRM process by LGA to secure tenure and rights for the

CBOs;

- Lack of awareness and information on consequences of 'unsustainable' use of NR and importance of sustainable NRM;
- Lack of capacity at LGA level for implementing the process related to sustainable NRM;
- Limited capacity for M&E and NRM support within districts;
- Lack of knowledge and appropriate technological solutions for sustainable use of NR;
- Many VLUPs are incomplete and pending approval with low priority for follow-up by Districts Council;
- Poor allocation of resources to NRM in DDP/lack of resources for supporting NRM due to lack of priority in budget allocation and decision of use of funds resulting in, among others, lack of resources (e.g. vehicles and budgets for field visits);
- Tendency to see projects as provisioning transport and allowances for the sector, not as a service provision to support activities on the ground.
- Almost no gender focus in the implementation of NRM and LED related activities by LGA. A lack of appreciation at all levels from central to local government of the role of women in NRM and the NR economy, consequently they are played down in development plans and rarely consulted. Poor performance of both the public and private sector in mainstreaming gender and HIV & AIDS. Poor knowledge on gender and environmental issues at all levels, lack of gender awareness. Lack of sex-disaggregated data and information;
- CBOs institutions are weak, not well trained, and have a low capacity to manage their CBNRM plans;
- Poor demand driven services as they are mostly top-down/supply driven;
- Most service providers are small and donor dependent such they cannot perpetuate the scale of activities after support ends. They effectively rely on linkages and information from LGA to facilitate CBNRM. Some larger NGOs have a conservation bias to NRM and not necessarily for LED;
- Knowledge and Technology for improved business management by CBOs and technological efficiency such as improved charcoal kilns are not widely known, are not in the readily available Communication, Education and Public Awareness (CEPA) material suitable for mass extension and community usage, nor are they known to the DFT and extension agents and NGOs;
- Inadequate knowledge and toolkits for promotion on the existing alternative IGA and livelihoods;
- The toolkits for D*D (e.g. LUP, O&OD, AFM) and for CBNRM (e.g. for WMA, BMU, CBFM, JFM, WUG) are not widely known and not in the hands of district and ward extension staff, consequently, the knowledge of the O&OD process to integrate NRM in VDP and DDP, and understanding of the 6 steps to CBNRM is often weak

1.5.3 Opportunities

Institutional/legislation:

- Recent reforms in PMO-RALG could strengthen the role of the region and its mandate in NRM to play a greater part in strengthening capacity and coordination of stakeholders as a link between districts and central level. Regions could become a conduit for passing on and building capacity in policy implementation tools and M&E the outcome to feedback to central level for adjustment in financing and approach, and policy reviews.

- GOT has rolled out the O&OD process in almost all LGAs and O&OD is presently embedded within LGRP II framework and recognized as a core process to promote citizens' participation in local development and accountable and transparent local governance;
- PMO-RALG is with the support of JICA implementing a project for "Strengthening Participatory Planning and Community development Cycle for Good Local Governance" in order to develop the potential of O&OD;
- Realignment of the strategic direction of D*D in LGRP could, if implemented, lead to a formalization of DeNRM, and empowerment of CBNRM, and earmarking of central funds for NRM interventions, encouraging value addition and increased incomes for poverty reduction;
- On-going LGRP increasingly allows discretionary power for districts to reinvest in NRM through mainstreaming in their MTEF planning through 3 years NRM strategies. It also encourages stronger partnerships with private sector as the source of generate more revenues from NRM;
- High level political support to beekeeping and conserving forests as beekeeping reserves is a positive move;
- Greater recognition of the need to retain revenues at source to allow greater investment into resource management by establishment of executive agencies (TFS, TAWA);
- NGO's with positive experience and results on CBNRM, such as JGI, FZS and MJUMITA, are active in the Region of Kigoma, with emphasis on improved NR governance;
- Existence of update national strategies and policies for the mainstreaming of gender and HIV & AIDS; Political will to integrate gender into all sectors (NSGD) and explicit inclusion of gender and HIV & AIDS throughout the project cycle, creates opportunities for making effective progress in the implementation of national gender and HIV & AIDS strategies and policies in an integrated way in the program;

NR Governance

- Poor NR governance at the level of village and district;
- NGO service providers can provide community development services to support CBNRM in strong partnership with LGA, and could provide watchdog services, advocating for CBNRM rights, campaigning to unblock the reasons for non-technical delays in LUP and CBNRM user rights approvals;

Implementation/Implementation capacity

- Experience of several years of experience in BTC support to beekeeping and IGAs has raised its profile and presents opportunities for building further on the 'lessons learned' and established network;
- Other projects, such as IGA and JGI, have positive experiences and high appreciation by the village communities with improving financial services through VICOBAs and SACCOS;
- Some private sector initiatives show interest for contributing to sustainable management of NR: Tobacco buying companies and hunting outfitters have expressed willingness to allocate financial and other resources towards sustainable NRM management at community level. Nyanza Salt Mining did some failing efforts on reforestation and is now partially converting brine to salt through 'solar-evaporation';
- functional CBNRM CBOs (ie WMA, PFM/CBFM, BMU, WUA, etc.) and LUP can improve livelihoods if able to safeguard the resource from over-exploitation and could start new IGA opportunities if linked with the value chain, business and market opportunities.

1.5.4 Threats

Institutional/legislation:

- slow progress in LGRP implies as yet a low buy-in to DeNRM, and until formalized under D&D, the budget allocations earmarked for NRM at LGA level, will remain small;
- low political support to regulate illegal hunting, fishing, forest cutting and land use practices;
- uncertain role in terms of support to districts especially in light of executive agencies (eg TFS and TAWA) and zonal offices of line ministries (eg forestry and wildlife);
- Uncertainty if political support for increasing importance of the role of the regions towards supporting the districts will be continued;
- Inconsistencies in legislation causes conflicting issues, e.g. unused village land to be considered as general land;
- high interest at central level to promote investment in large scale projects, may detract attention from CBNRM at the local level;

NR Governance:

- Vested interests of local businessmen are 'tolerated' to 'unsustainable harvesting' of NR;
- Local politicians cover unsustainable use of NR;
- Decision making by district councillors and other key decision makers is determined by other priorities than sustainable NRM and influenced by 'other vested interests';
- High interest of investors in large scale agricultural projects may create less support for improved governance and sustainable management of NR for equitable benefit of the communities;
- Results on the ground can be disrupted and diluted by high profile persons using position of influence to accrue benefits from NR or allowing access as part of a political platform or due to land grabbing;
- Unless regulated and policed, there might be market incentives that encourage unsustainable use of NR and destructive practices (eg the illegal charcoal) Large scale investments without a CSR to the environment, could lead to schemes damaging the environment and displacing community resource users;
- Continued delays and bottlenecks in 6 steps to CBNRM and in issuing VLUP approvals and CBO user rights will prolong use of destructive practices as communities fear loss of ownership, consequently, market forces may compromise the fragile governance systems at village and ward levels, leading to degradation before CBNRM can take over management;

Implementation/Implementation capacity

- If District Council does not allocate political priority to support and finance NRM in the long term, this would mean that there would be no resources available to perpetuate the process the project has put in place, and support to the CBOs, and villages, will stop.
- Resistance in LGA for out-sourcing provisions of services to non-state service providers such as NGOs and private sector
- Future turnover of project trained staff, due to transfers, could leave the districts without institutional capacity to continue the activities after the project.

Others:

- Immigration and unplanned settlement of pastoralists with large influx of cattle numbers;

- Rapid extension of tobacco cultivation.

For the formulation of the project, the SWOT analysis has contributed to see how the strengths can be used and the opportunities can be grabbed for achieving the objective while at the same time has been taken into consideration how the weaknesses can be tackled and threats be mitigated in achieving the objective.

1.6 Belgian Strategy in the Sector and Operational Experiences

1.6.1 NRM in the IDCP

The general objective for engagement in the natural resources management sector in the IDCP 2010 – 2013 is: “to enhance the contribution of the natural resources sector to the national economy to meet Tanzania’s future needs through conservation and proper management of resources”.

Under the last IDCP (2003-2007) Belgium assisted the Government of Tanzania (GoT) with a project to develop and implement an integrated management plan (IMP) for the Kilombero Valley RAMSAR Site (KVRS), a wetland of international importance. Under the current IDCP, the NRM sector is a priority sector which has 3 components:

1. Beekeeping project
2. Continuation and expansion of the Kilombero RAMSAR Site Management Program through the Kilombero and Lower Fuji Wetlands Ecosystem Management Project (KILORWEMP), ,
3. Development of a coherent bottom-up approach of NRM

The specific impact for the NRM&LED intervention is: “Development of a nationally coordinated umbrella strategy and policy as a framework for the lower decentralization levels”. Three components were envisaged:

1. Development of NRM plans (Including LUP) in a number of districts.
2. Take off of the implementation of these NRM plans.
3. Development of a nationally coordinated NRM strategy and policy.

Hence, Natural Resources Management sector will be supported through an integrated approach in order to guarantee a more coherent program that will lead, through a bottom-up approach to an overall increase of impact in the long run. A synergy could be provided with the decentralization process under the Local Government Reform Program (LGRP) in order to facilitate an “NRM window” and it builds on the fact that NRM is economically important as it is linked directly to wider themes of LED and management of environment and poverty reduction.

Lessons learned from all these projects, and others like to the IGA Project, LGRP, and scholarship fund, will be integrated in the new project in order to improve Tanzania’s capacity to manage sustainable its NR resources in Kigoma and nationally.

1.6.2 Principal lessons learned and linkage to previous projects

Within the framework of the Belgian Cooperation there have been two previous relevant interventions in the area of NRM.

Eastern Selous Community Wildlife and Natural Resources Management Project: The aim was to improve the livelihoods of communities neighbouring the eastern sectors of the Selous Game Reserve through natural resources conservation. The project supported the establishment of 2 WMAs. However, there has been a lack of capacity building among villagers, a lack of proper assessment of feasibility of WMAs and insufficient work on the income generation dimension of activities. The progress has been very slow due among other things, to institutional bottlenecks at central level.

Kilombero Valley RAMSAR Site Project (KVRS): Supports the obligations under the international

Ramar Convention to conserve the eco-system of the Kilombero floodplain and suffered from similar experience of the Selous project, there were several delays, the CBOs planned were too ambitious, and lessons learnt, listed below:

Table 11: Lessons Learnt and Recommendations from KVRs Project:	
a.	To involve all important key stakeholders from the beginning to ensure ownership and accountability;
b.	To mainstream future intervention directly in District level planning, budgeting and monitoring procedures;
c.	MNRT to develop management guidelines (toolkit) as required for institutional support under the new Wildlife Act 2009;
d.	Districts to ensure that any future support for interventions is fully vested in their district council systems and ensure allocation of funds for activity implementation as per approved budgets;
e.	MNRT/PMORALG/BTC/ to ensure that procedures to recruit/appoint project staff are well scheduled and procedures to hire technical support services are shortened and contract management improved;
f.	Develop capacities at all levels and avoid a situation where service providers fill gaps in existing capacity;
g.	Spell-out clearly decision-making and monitoring roles and mechanisms at implementation and oversight levels (district and JPLC respectively).
h.	Selecting the most promising CBNRM initiatives and consolidating the process;
i.	Building on the basis of any existing Management Plan.
j.	Interventions funded by BTC through the decentralized structure, have met similar difficulties with the implementation procedures
k.	Technical and administrative management capacities vary widely from one district to another, but in general district staff show serious limits to manage projects in parallel with their regular tasks.
l.	Administrative procedures are lengthy to ensure incorporation of project activities in District budgets, and delays process.
m.	Conflicts of decision making processes arise from lack of clarity on procedures.
n.	JLPC lose effectiveness if too many institutions participate and there is a high turn off of representatives.
o.	Ensuring greater ownership by the LGAs through a phase of further participatory planning at inception.
p.	Supporting capacity building of the districts councils and facilitation teams, both from the technical and administrative point of views, including strong embedded technical assistance.
q.	Clarifying the roles and decision making processes.
r.	Providing strong external support to processes through permanent, Tanzania based NRM development partners.
s.	Put emphasis on the development of a simple, effective and shared M&E system between all stakeholders.

The baseline studies of KILORWEMP and a recent organizational assessment of the Beekeeping Project , came up with similar implications but also highlighted a few additional formulation lessons, notably:

- The project targets should not be too ambitious, should be SMART and achievable in the time frame of the project.
- The text of the LFA and the activities should be more practical and well-articulated so they can be translated into action.
- At BLS define the value chain(s) concept so that the actual IGAs for investment and their business plans are known.
- The TFF must be known and owned by all implementing stakeholders. Do refreshers.
- A replicable model is need, and if these do not exist, the project must put the toolkits and techno-economic packages in place.
- The techniques, tools, models, financing systems must be sustainable, share lessons learnt from failures so as to improve the approach.

- Do not assume DFT know the O&OD process, MTEF planning, resource inventory, 6 steps to CBNRM, VLUP, etc, rather invest in building their capacity, and start with a Training Needs Assessment (TNA) at BLS.
- Explore added value, such as ensuring cost benefit during field outings, reducing costs of too many DFT members, allowances, etc and settle for performance based criteria.
- Ensure all operational requirements and fund flow and AFM toolkit are adequately elaborated in the MOU with districts based on the AFM or PIM, and that the warrant officer is regularly involved in project management and supervision of funds and owns the reporting.

2 STRATEGIC ORIENTATIONS AND GUIDING PRINCIPLES

2.1 Strategic Considerations

From the situation analysis it is clear that the context and challenges in NRM for LED in the Kigoma Region is a complex setting with many complex processes and interactions. It is therefore good to realize and acknowledge the complexity of the reality (and processes) in NRM for LED in the Kigoma Region and the fact that there exists no blueprints for change. A continuous reflective thinking and dialogue is needed throughout the project with partner and key stakeholders on the changes in the context and the processes linked to this. Therefore monitoring the development process is very important. This reflective thinking and monitoring of the development process should start with the baseline for which the Theory of Change (ToC) thinking can be used well as a tool to jump “outside the box” – being the logical framework – and stimulating the reflection and the learning process. Flexibility and (room for) adaptive management for project implementation is essential.

In annex 7.8 is presented a preliminary ToC for the project with the desired changes, the intermediate states in the result chain (with indicators), some strategic areas for facilitating the desired changes, and some underlying assumptions. .

Based on the situation analysis, the project seeks to support the following long-term change:

- Change from unsustainable use of NR into sustainable use of NR with equitable benefit for economic and livelihood development for user groups, women and men.

In order to support the long term change and the related intermediate changes and further to address the identified challenges the project will focus its support on:

1. Community-based processes and governance mechanisms at village and district levels in line with the NRM decentralisation and devolution policies and systems of GoT.
2. Local Economic Development through the creation of livelihood enhancement opportunities linked to the identified community based natural resources management (CBNRM) systems.
3. The establishment of the capacity of associated key stakeholders for improved gender sensitive governance systems and landscape management in the targeted landscapes. Increased awareness and the provision of relevant information through effective communication will contribute to this.

2.2 Guiding Principles of Implementation

The project intervention is based on the following guiding principles:

- **Alignment with national policies and processes:** The project will support the Government of Tanzania in the implementation of the different thematic policies that converge in the Decentralized Natural Resources Management (DeNRM) process. Attention also needs to be paid to the progressive implementation of the national and sectorial priorities of the Tanzanian Government with respect to gender and HIV & AIDS mainstreaming.
- **A coherent bottom-up approach:** the project will focus its intervention in supporting the associated bottom-up processes for sustainable NRM, and applying participatory Land Use Planning and the 6 steps to CBNRM. Where possible and effective, the project will link to O&OD and the planning processes linked to MTEF.
- **Adopting a landscape approach:** The landscape approach is for addressing growing pressure on land, water and other NR resources through the integration of agricultural production and the use of other NR with environmental management to accommodate the need of present and future generations. Some crucial elements of this approach are:

- Multi stakeholder involvement and recognizing their concerns, interests and aspirations;
 - Common concern of the different stakeholders is the entry point for 'joint action'
 - Solutions to NRM problems should be built on processes of shared transparent negotiation which contribute to creating mutual trust and commitment;
 - Trust among stakeholders is the basis for good management and for avoiding and resolving conflicts;
 - Clarification of rights and clear agreed responsibilities for each stakeholder;
 - Participatory monitoring which contributes to continuous learning of the stakeholders and to adaptive management.
 - Shift from project-oriented actions to process oriented activities
- **Linking NRM to economic returns and support Community Based NRM for LED:** The project will focus on the creation of livelihood enhancement opportunities linked to the identified community based natural resources management (CBNRM) systems. User groups will be supported to derive tangible and legitimate income by the development of techno-economic packages for income generating and enterprise development, complemented by upgrading linked value chains and improving access to financial services.
 - **Building on what already exists:** There exist a multitude of experiences and arrangements within the districts in processes such as O&OD, LUP, CBNRM, Beekeeping, IGAs, VLFR, etc. The project does not need to start from a blank state nor reinvent the wheel. The fundamental legal framework for CBNRM is already in place in the region and the process is underway in the districts, even if patchy and slow. The project will therefore build on what already exists and respond by re-aligning local agendas to the "integrated bottom-up" approach, and assist to overcome any bottlenecks in the process (such as delays in LUP and CBNRM user right approvals).
 - **Improve NRM Governance to protect rights and empower CBO's:** For CBNRM to succeed, not only must the users (men and women) have perspectives for land rights and security of tenure over the NR, but the whole administrative institutional framework, from the village and ward councils, districts, region and central levels need to be mobilized, politically and technically supportive, with capacity to plan, implement, monitor and evaluate. But, more important, LGA must provide legislative security for CBNRM governance so that CBOs can be empowered, be more effective within the framework of LGA and supported in the enforcement of the existing and developing LGRP policies and regulations to protect their CBNRM rights. Therefor participation of women in decision-making and planning processes is essential for CBNRM to succeed. Attention should be given to the inclusion of vulnerable populations and the protection of their rights.
 - **Supporting partnerships for NRM:** NRM governance is all about coordination between multiple stakeholders and often, corporate private sector is overlooked, as is the good work done by non-state actors (ie NGOs) to support government policy, especially the implementation of policies related to gender, women and vulnerable groups. The project will support and strengthen these partnerships, engage with private sector where their actions are leading to environmental concerns (eg deforestation from slash and burn tobacco farming and curing) and consideration will be given to engage with implementation partners such as NGOs, especially those who have a permanent presence in the region.
 - **Effective participation in VLUP:** VLUP is not considered only just as a tool for planning the land use of natural resources at village level but is crucial for building capacity at village level to manage the different 'conflicting interests' in village land and their other NR, and an important

process for strengthening women's access to land.

- **Capacity support through the PIU:** Recognizing that the recent split in Kigoma, Kibondo and Kasulu DFT, each into two new districts has left a low manpower capacity, the capacity building process will be supported by hiring specialized expertise in the Project Implementation Unit (PIU) to backstop technical important areas such as CBNRM, gender and governance, LUP and GIS and CEPA, and placement of District Technical Assistance (DTA) at district level to work with the DFT.
- **Gender, HIV & AIDS** and attention for the rights and needs of vulnerable children are the crosscutting issues that will be mainstreamed throughout the project implementation in alignment with national policies and strategies.

2.3 Geographical Coverage of the Project

2.3.1 Project Districts

The project will cover the six districts of Kigoma Region: Kibondo, Kakonko, Kasulu, Buhigwe, Kigoma, and Uvinza.³ Although the major interventions will be focussed first mainly on the selected landscapes (see 2.3.2), the project activities for strengthening the capacities will cover all the districts of the Region.

The following table describes the key characteristics of the districts.

Table 12: Area and Population of Project Districts

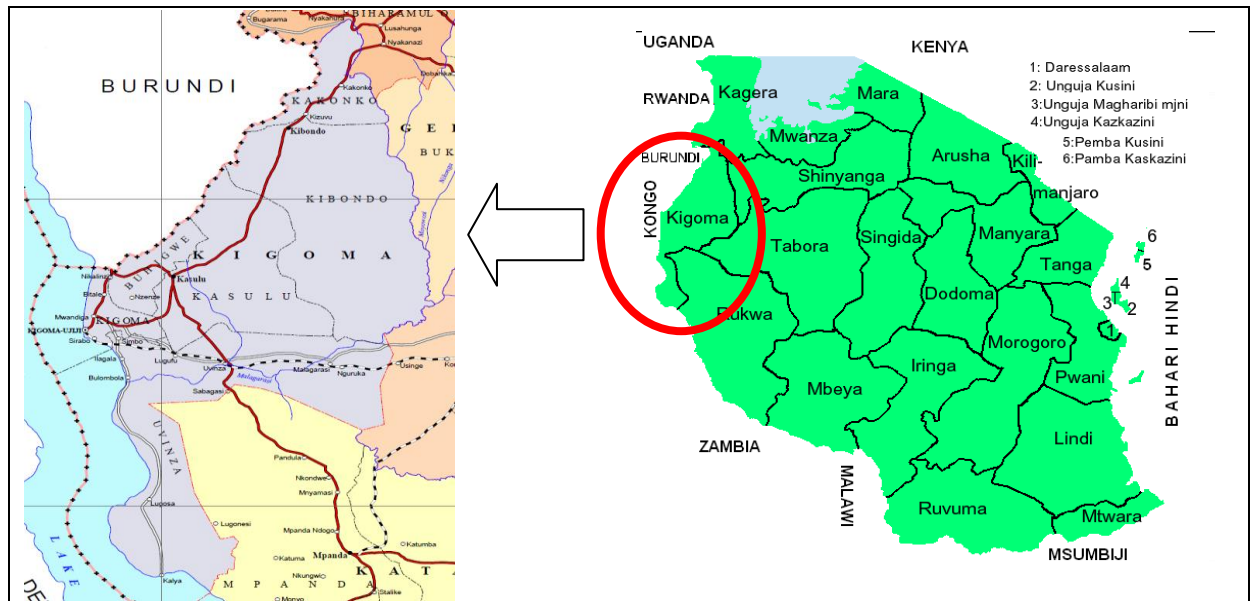
District	Area (km ²)	Number of Divisions	Number of Wards	Number of Villages	Population 2002 (000)	Population Est (000) 2010
Kakonko	7,715	3	13	43	414	261
Kabondo	8,365		11	39		168
Kasulu	9,315	7	30	82	627	626
Buhigwe				36		
Uvinza	19,574	6	22	45	489	389
Kigoma				33		
Ujiji	128	2	13		144	135
Total Region	45,097	18	89	278	1,674	1,579

Data from SE profiles, not available for all Districts after split

Note: The temporary decrease of the population is most probably linked to the return of refugees back to their country

³ Ujiji is a municipal council within Kigoma District

Figure 4: Map of Project Area and Location in Tanzania.



2.3.2 Phasing of Involving Identified Landscapes

The engagement of the districts shall be in a phased approach so as not to run too fast and to allow time for the required processes and development of capacity and toolkits at all levels, notably:

- Year 1: Participatory NR situation analysis and selection of the priority of NRM-LED landscapes according to established criteria.
- Year 2: 3 landscapes shared by 2/3 districts (ie 1 = Kibondo/Kakonko, 2 = Kasulu/Buhigwe, 3 = Kigoma/ Uvinza/).
- Year 3: 7 landscapes (3 of year 2 and 4 new selected landscapes)
- Year 4 onwards: consolidating 7 landscapes

3 INTERVENTION FRAMEWORK

3.1 Overall objective

The overall objective is: “To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region”.

This overall objective is based on the conviction that sustainability of ecosystem services depend upon defining and attaining economic benefits from natural resources. The aim is to maintain and improve the long term economic, social and environmental benefits by increasing the economic benefits for local communities through the sustainable use of NR and improving the effectiveness of the service delivery through an ecosystem approach and building the capacity of the local community to buffer or mitigate the current unsustainable livelihood pressure on NR.

The challenge is to bring about transformational change while maintaining the ecological functions and attributes of the landscape that provide resilience to undesirable changes. The intention is that the results will spark a region wide willingness to adopt similar actions and the feedback will go upward towards other regions and may contribute to national harmonization of NRM policies and strategies. In the long-term this must contribute to a change from unsustainable use of NR to the sustainable use of NR for economic and livelihood development for the benefit of the local communities in Kigoma Region.

3.2 Specific Objective

An improved enabling environment and strengthened capacities for sustainable management of Natural Resources linked to an equitable Local Economic Development result in increased benefits for the communities of selected landscapes in Kigoma Region

The specific objective of the project is to improve the enabling environment for sustainable NRM contributing to more equitable LED and therefore leading to greater community benefits within the selected landscapes. The enabling environment encourages decentralized authority over NR, stimulates partnerships between governments, private sector, development partners and the community at large, facilitates access to information, market and financial services and ensures that policies and regulations concerning NRM and LED are effective and well integrated.

The aim is to secure also land and user rights within the remit of devolution (i.e. D*D) as described for various CBNRM policies and to accordingly, strengthen the supportive role ascribed to Local Government. The protection of the land rights of widows, female headed and child headed households will be a particular point of attention.

Strengthening capacities for sustainable NRM includes not only supporting CBNRM and strengthening the LGA capacity for good governance, and enforcement of regulations but it includes also providing services to build CBO capacity and to expand livelihood opportunities for LED through accessing NRM value chains and partnerships with the private sector and service providers. This needs training in management skills, technical know-how, techno-economic packages, business skills, CBO organizational management complete with toolkits and mechanisms for improved governance, which is gender balanced and contributes to equitable benefit sharing. The near-term goal is also to provide factual information to decision makers (i.e. LGA at village and district) so as to mobilize political support for NRM and to guide them in making evidence based choices to re-invest in CBNRM at source.

3.3 Results

The specific objective is to be reached through four complementary results:

1. ***A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues.***
2. ***Improved governance and sustainable management of NR by local institutions and key resource users.***
3. ***Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources.***
4. ***Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.***

The four results (as are the four MTEF targets) are directly linked to one another because R1 establishes the system for integrating NRM in the District Development Plan (DDP). R2 then builds the target groups to secure their rights, ensuring ownership security. R3 focus on deriving sustainable economic benefits from CBNRM through improving linked value chains, access to markets and finance. R4 addresses the whole institutional framework of DeNRM through strengthening institutional capacities and accountability of stakeholders for improved gender sensitive NR governance and the implementation and consolidation of CBNRM for LED. This result supports R1, R2 and R3.

Each of these results is covering a basic level of implementation of DeNRM as described by PMO-RALG in the application of MTEF principles as laid out in the PMO-RALG (2013) AFM Manual (for PFM and SWMP). The results are therefore aligned with the 4 MTEF Targets, namely:

MTEF 1: CBNRM Included in LGA Planning: Based on the premise that currently decision makers are unaware of the need to re-invest in NRM, the project will aim to develop a Decision Support System (DSS) to guide LGA to be responsive to CBNRM needs. The aim is to anchor CBNRM in the bottom-up approach of Village & District Development Plans (V&DDP) through the application of situation analysis to select priority areas and then to apply locally at village level, O&OD principles so as to ensure participatory community involvement and include their concerns in annual planning cycles. This information will help political leaders and decision makers such as District Councillors and Village Leaders, to understand the environmental consequences of the present lack of action towards unsustainable use of NR. This will bring awareness of the need and priority to re-invest reasonable amounts of NR revenues at source and a willingness to finance CBNRM after the project.

MTEF 2: CBNRM User Rights Secured: Based on the premise that unless ownership is established, the “tragedy of the commons” will prevail. If resource use rights are secure, then users are more motivated to invest in sustainable management. The aim is to use Village Land Use Planning⁴ (VLUP) as a process in which the village community establishes who the users are and what are the NR use zones. At the same time their capacity is built for resolving areas of multi-user conflict, to secure the setting aside of NR for future economic growth, sustainable and integrated use. What follows, based on thematic issue or human pressure, is to secure the user rights through the 6 step approach by sector, to enable CBNRM on a landscape basis.

MTEF 3: CBNRM Management Plans Implemented for LED: Based on the premise that once ownership is established, resource users, traders and transformers would feel more secure and therefore would be willing to invest their own time and resources to improve efficiency to realise more benefits by developing income generating activities (IGAs) and developing the linked value chains.

⁴ The different steps of the VLUP are supposed to be with fully and effective participation in decision making of the community with special attention for the participation of women and gender issues.

The aim is to contribute to deriving sustainable and equitable benefits from NR by the users, transformers and traders, or other actors in the relevant NR value chains.

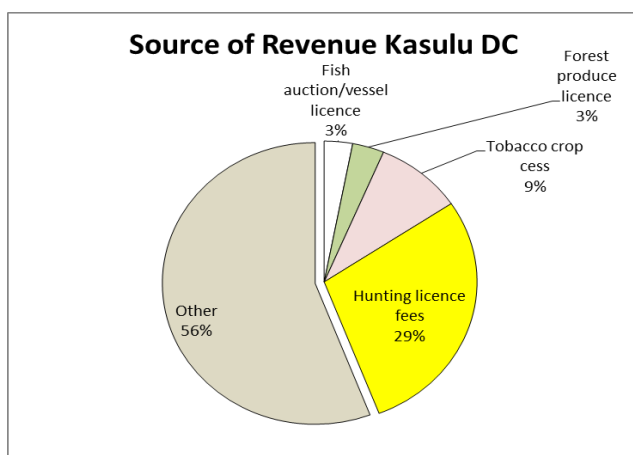
MTEF 4: CBNRM Institutional Capacitated: None of the above can take place unless there is a supportive, and well capacitated institutional framework, armed with effective communication, education and public awareness (CEPA) materials, with skilled service providers and a willingness to act and to change behaviour at all levels (i.e. from village, landscape, district to region). To facilitate further the communication of sharing lessons, to establish solidarity and ownership of actions and M&E, regular coordination meetings are proposed for sharing of information, knowledge and experience. This will contribute to the broader understanding of the value of CBNRM, and bring about a commitment from the different stakeholders including ‘political enablers’, local leaders and policy makers, with a realization of the importance to re-invest in NRM. Civil society will be on hand, to assist to facilitate the processes to empower the community including for conflict resolution and legal support.

As explained above there exist conformity between the desired results of the project and the 4 MTEF targets. The degree of integration of the planning and implementation of the activities for achieving the project results with the MTEF planning process, and therefore the incorporation in the DDP, will depend on the effectiveness and functionality of the process, especially with regards to what extent there is the willingness and capacity to take care of the demands and needs from the community and user groups for sustainable NRM.

3.4 Activities

3.4.1 Result 1

A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues.



At the onset of formulation the MNRT cautioned that the “exit strategy” of this project must be sustainable after donor funding phases out. Coupled with this, one of the key issues raised by all DFT was that there was not a proportional link between the allocation of investment resources in the DDP by the District Council and economic value of NR in the district (e.g. Kasulu, NR contributed 45% of own source revenue, but less than 0.5% was re-invested in managing the source of this income). The project will stimulate higher investments for sustainable NRM. **Figure 5:**

Example of NR Revenue Contribution to District Budgets (Kasulu District DDP).

The reason often given for the low investment in NR was that political emphasis is on building schools, boreholes, clinics and the like, which were seen as “development oriented”. NR, on the other hand, were taken for granted, seen as “*God given and therefore would always be there*”. Given population growth rates doubling in the next 30 years, and doubling again in the next 25 years, if NR consumption, without re-investment continues at current rates, future generations will be without NR. Therefore, that which today is freely available from nature for subsistence, for poverty reduction, for coping in times of stress and for trade to gain a livelihood, will not be there tomorrow, unless managed.

Result 1 targets that a decision support system (DSS) is put in place whereby factual, trustworthy,

evidence based science based information can be presented to and is known by decision makers at all levels (i.e. village, district, region and central government) so as to show the importance of NR and its true value to what is popularly known as “the green economy”. It is important to stress, that unless NR generated revenue is re-invested at source, future generations will be less good off and all attempts at poverty reduction will be ineffective unless the very foundation of rural subsistence and livelihoods, the NR are considered. For success, therefore NRM must be anchored in LGA planning, in the VDP and DDP, and district councillors, as decision makers, need to be made aware of the need, and must be convinced and willing to re-invest in CBNRM.

Activities for achieving this result are:

Act. 1.1. Develop DSS system for NRM and build capacity in its use.

Act. 1.2. Undertake situation analysis to select priority NRM-LED landscapes

Act. 1.3. Mainstreaming of key NRM issues in decentralized planning

Act. 1.4. Regular M&E, information gathering and analysis of evidence in NRM management feeding planning processes

Act 1.1. Develop DSS system for NRM and build capacity in its use.

The project shall through workgroups, review and upgrade the PMO-RALG AFM Manual and build capacity of service providers (ie NGO, district, private sector) in its application as a guide for inclusion of DeNRM in Village & District Development Plans (V&DDPs) and MTEF planning cycles.

With the intention of anchoring NRM in the mainstream of V&DDP, it is of fundamental importance that the project activities are included in the V&DDP planning process. The project will therefore build on the existing PMO-RALG toolbox for AFM of PFM/SWMP and adapt this for guiding village planning and incorporation of CBNRM in the district MTEF planning system. This includes such sub-activities as:

- PIU organises a working group (assisted by service providers) to adapt AFM Toolbox for NRM&LED inclusion in V&DDP and M&E system.
- Regional Facilitation Team (RFT) and District Facilitation Team (DFT) are trained in application of AFM Manual and use it to include NRM in DDP.

Act. 1.2. Undertake situation analysis to select priority NRM-LED landscapes

The project will undertake in the beginning a situation analysis for supporting the selection on priority NRM-LED landscapes. This will be through a participatory NR situation analysis with the effective involvement of the relevant stakeholders. The PIU will tailor the O&OD process for this and review and upgrade the SWM and PFM Resource Inventory Guides and develop the capacity at district and regional level in its application.

The situation analysis includes compilation of existing information on spatial distribution and LED importance of i) land, water, plant, fish and wildlife resources, ii) stakeholder analysis and iii) ranking of degradation of resource use, consulted at ward, district and ecosystem level, preferably using GIS maps to prioritise hot spot landscapes in need of intervention through V & DDP. In addition the status and the implementation process of VLUP and the 6 steps to the CBNRM user rights, if any, should be assessed.

This activity includes participatory hot spot analysis against pre-determined criteria using O&OD for prioritization and integration into i) village land-use and ii) NRM plans at ward, and landscape levels included in VDP and DDP.

This should help to arrive at a more accurate priority selection of areas of intervention, with sub-activities as follows:

- Elaborate a work plan for the situation analysis
- RFT and DFT facilitated to participate in the situation analysis
- RFT and DFT, assisted by Project Implementation Unit (PIU), undertake district by district participatory situation analysis of selected landscape sites assessing broad status of NR, VLUP and CBOs to select 7 priority landscapes.
- Table 15 suggests some criteria which could be considered for the selection of priority landscapes. During the Baseline final criteria should be established with the key stakeholders.

Table 13: Criteria for NRM&LED Landscape Selection

- a. Landscape is described as a geographic site or area that has in common the same type of countryside or ecosystem, either forest, wetland, grassland, fishery, wilderness, etc, and administratively can be shared by 1 or more villages, one or more districts.
- b. The area must be of significant value to LED to the district, contributing significantly to livelihoods, to economic growth, a source of district revenue (ie contributes to tax or cess revenue eg through hunting or fishing licences).
- c. The area must preferably dealing with NRM on village land, but in the case of JFM, can be bordering a protected area.
- d. The area must be free of political, vested interest or boundary conflicts in competing resource use rights that require eviction, but may nevertheless have local resource use conflicts between NR users, such that integrated resource use planning is needed.
- e. The area must be of a significant size to justify the investment, of at least 500-1000 ha minimum, or more and at least 2-3 villages, but less than 5-6 villages at a maximum/landscape and no more than 40-50 in total.
- f. Choose 1 landscape per district, and in the first year work with only 3 districts while building capacity of the others, in second year expand to 6 districts and all 7 by year 3.
- g. Prioritise sites by selecting those where some CBNRM has already taken place, where VLUP process has started and where 6 steps to CBNRM user rights have begun, or where NGO and/or private sector and/or DP projects have started to engage with the community, but avoid or accord low priority to sites where no VLUP and no 6 steps to CBNRM process has started as this will take too long for success.
- h. In particular target sites where some advancement up the value chain is possible (eg tobacco, Nyanza Salt Mine, hunting block or game ranches, etc).
- i. Priority is given to areas where gender-based opportunities for women are important.
- j. In any case priority will be given to areas where feasibility is high from the point of view of resources, economic potential, and capacities of stakeholders, legal framework and impact on the NR at large. The project will preferably concentrate on establishing quality outcomes with a small number of aggregated CBNRM institutions in each district rather than take a district wide approach that may compromise quality.

Act. 1.3. Mainstreaming of key NRM issues in decentralized planning

Once the relevant stakeholders have, in cooperation with PIU, decided the priority landscapes based on the participatory situation analysis, the next stage is to validate that the sites are indeed under pressure, that the project activities are achievable and that the community and key stakeholders are willing to participate in jointly formulating and implementing activities for a more sustainable use of NR for LED. After validation with the village, it is important that the village assembly is consulted and agree to minute that they are willing to participate in the project, before the DFT prepare, in MTEF format, the strategic plans for the coming three years, outlining the interventions and the budgets for bringing the villages under sustainable management, with sub-activities as follows:

- undertake O&OD in each landscape village, consulting community, validating VLUP, 6 steps of CBNRM and secure community interest to participate in project.
- DFT and RFT facilitated to meet & prioritise landscape selection and prepare first 3 year strategic

site plans for DDP.

The phasing of intervention in terms of support to CBNRM processes will be as follows:

- During the inception phase the stakeholders will participate in a situation analysis and the assessment of the state of the NR and of development of existing CBNRM initiatives in the 6 districts. This assessment will serve as starting point for setting up the focus and priorities of interventions in each district, and for selecting the key landscapes and the possible (CBO-) sector(s).
- During the implementation phase, users groups and DFT will be supported by the project to advance the process of establishment of selected CBNRM institutions and their implementation. Since each thematic area has its own procedures and stakeholders, specific activities by thematic area will have been defined during the situation analysis.
- On a periodical basis, stakeholders will meet to assess progress in the establishment and implementation of CBNRM, analyse issues and revise programming, and where considered necessary, feeding back into the next MTEF planning cycle (linked to Result 4).

The project will execute during the inception phase (with the support of a specialized service provider) also a *participatory baseline assessment* with the relevant stakeholders (See Annex 7.5).

The situation analysis will produce:

- A “map” of all VLUP and CBNRM processes in the 7 districts, identifying the stage of progress, listing for LUP and CBNRM which steps have been completed, issues, challenges, status of solutions and availability of toolkits, CEPA materials, capacity and training opportunities, and the like.
- An assessment of O&OD in the selected villages to understand where the process has worked, of community concerns and visions.
- A basic assessment of institutional feasibility and organizational set-up based on stakeholders’ capacity. Issues will be identified to determine which institutions (eg CBOs) have the best chances of success and potential to become replicable references.
- An agreement on a simple set of prioritization criteria for landscape selection and progress monitoring system, based on the preliminary framework provided in the present document (see table 15).

This will lead to an updated plan of action and budget, and a first outline of a 3 year plan for each district with the target CBNRM institutions and proposed actions, for inclusion in the DDP and the Project annual operating plan (after approval by the Project Management and JLPC).

Act. 1.4. Regular M&E, information gathering and analysis of evidence in NRM management feeding planning processes

As a continuum of this activity and with the same participatory set up, yearly M&E exercises will be facilitated to assess the progress of the CBNRM in each district and jointly, review issues and whenever necessary, adjust programming in the V&DDP for the following year.

The participatory M&E and progress assessments are a key element for ownership and sustainability of the whole process and shall be built around the O&OD process of MTEF and on the improved information system for decision makers. In addition the M&E system should contribute to the capacity building of the direct involved stakeholders for elaborating and adapt their action plan for sustainable NRM and landscape management.

Budget R1:

For this result an amount of **EUR 74,500** is allocated for activities executed through the 6 districts for the training of the DFT and their guidance, coaching and field visits for the 4 above mentioned activities.

District facilitation, training, guidance, coaching, visits through project team and partner)	Number	Amount	Total
Develop DSS system for NRM and build capacity (6 districts and region) in its use	7	2,000	14,000
Undertake situation analysis and baseline survey to select priority NRM-LED landscapes	7	2,000	14,000
Mainstreaming of key NRM issues in decentralized planning	42	750	31,500
Regular M&E, information gathering and analysis of evidence in NRM management feeding planning processes	20	750	15,000
Total			74,500

An amount of **EUR 79.100** is allocated to for: i) the contracts with service providers for the situation analysis, and the gathering and monitoring of data ii) developing the DSS system and for facilitating working groups on the development of the DSS system.

Facilitation of workgroups through service contracts	Number of days	Amount	Total
Develop DSS system for NRM and build capacity in its use	50	300	15.000
Undertake situation analysis and baseline survey to select priority NRM-LED landscapes	7	3500	24.500
Mainstreaming of key NRM issues in decentralized planning	82	300	24.600
Regular M&E, information gathering and analysis of evidence in NRM management feeding planning processes	50	300	15.000
Total			79,100

3.4.1. Result 2

Improved governance and sustainable management of NR by local institutions and key resource users.

Improved governance is in fact related to the 8 major characteristics of good governance: it is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It should ensure that corruption is minimized and that the views of minorities are taken into account for decision making. This result has special focus on improved governance of NR by local institutions at village level and by key resource users.

The process of establishing CBNRM institutions is fundamental if the village is to be able to secure and to regulate the rights and obligations of its resource users. Therefore, building of the CBO capacity constitutes the fundamental “building block” of sustainable NRM. Without security of tenure, it is imperative to resolve user rights through the 6 steps to CBNRM. In addition, without zoning to resolve resource use conflict between multi-resource users, it is key to also have a Village Land Use Plan (VLUP). Without this plan, development, would be haphazard and chaotic, without rules and full of conflict. During project formulation, all districts, intimated inconclusive results from VLUP. Most were incomplete or as yet not approved and doubts have been raised about effective participation of the different users groups and especially of women. Further, district staff noted that some CBNRM processes remained incomplete and that as yet none of the VLFR had received gazetted user rights. Most districts complained that the process of VLUP and CBNRM was fraught with bureaucratic delays and bottlenecks, some of it ascribable to interference by vested interests, but some also due to a lack of understanding of the process by district staff, NGOs and the user groups.

There is a strong need to analyse the issues linked to the process in a participatory way. The process of VLUP must be made more gender sensitive and ensure fully and effective participation, including unemployed youth. Further there is a need to complete the 6 steps to CBNRM as a means to secure user rights and to establish resource management plans so as to develop the linked value chains. However, there must be commitment by the district authorities and a willingness and accountability by the DFT to facilitate these processes so as not to waste time and resources due to protracted delays.

Activities to achieve this result include:

Act. 2.1. Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUP's

Act. 2.2. Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for CBO's

Act. 2.3. Develop capacity for improved governance and conflict management for village and user groups

Act. 2.1. Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUP's

The village land use planning (VLUP) is not just a tool for planning but it is “the process of evaluating and proposing alternative uses of natural resources in order to improve the living conditions of villagers” now and in the future (National Land Use Planning Commission, 1998). Through this process each village is required to produce a land and natural resource use plan catering for energy, water, food and economic security. Effective participation of the different users in the preparation and implementation of village land use plans during the different steps (see annex 4.7) is crucial for building their capacity to manage land, its livelihood uses and the use of other NR assets. VLUP can facilitate economic development by separating and defining specific areas for land use activities that

formerly overlapped and reduces conflicts and unsustainable practices between different NR users. The way VLUP is implemented and how youth and women are involved can have a big impact on unemployed youth and the position of women and the opportunities for them to use, control and benefit from natural resources, in relation to men.

Most implementers consider that the VLUP process is too long and too costly with not enough emphasis on NRM, youth and gender. The long process leads to frustration of the users and, if not done right, sometimes leads to misuse of forest and NR, environmental degradation and land grabbing. The VLUP process needs adaptation to CBNRM. The project will contract a service provider to work with the PIU and specialist working groups (made up of MNRT, PMO-RALG, LUPC and representatives of the direct and indirect beneficiaries) to simplify the VLUP manual, adapt it as a toolkit for to planning for CBNRM, and establish a “fast track application” for bottom-up planning of NRM. VLUP would undergo rolling revisions as more and more information becomes available on CBNRM and other NR activities. The envisaged activities are:

- PIU organises a working group to develop an adapted VLUP Toolbox and the training material that is tailor made for NRM and that integrates cross-cutting issues.
- RFT and DFT are trained in use of VLUP Manual for NRM.
- PIU organises a working group to analyse and develop guidelines for ‘fast track application and approval’ of VLUP

For selected landscapes, the aim would be to stock take the VDP, and, in particular the VLUP, and where necessary, build participatory capacity to upgrade the VLUP to incorporate more holistic, wise use of NRM for LED.

In the selected landscapes, in the first instance, those villages with VLUP already under formulation will be supported and the process developed to a logical conclusion before embarking on those villages without VLUP. The process may be supported by a service provider skilled in VLUP to accelerate and improve the quality of the process. The LGA are expected to provide support to overcome any bureaucratic delays in the approval process.

Activities include:

- Build the capacity of the Village Land Use Management committee and assist them to upgrade existing VLUP and facilitate approval for selected NRM landscapes.
- Build capacity of the District Planning Land Use Management team (PLUM) to establish VLUP where they are not yet done and facilitate approval for selected NRM landscapes.
- The gender expert provides technical assistance where needed and screens and assess the outputs (LUP Toolkit, VLUP, ...). The expert will coordinate a study on ‘Gender roles in land and user rights’ in the selected landscapes in order to identify possible medium term measures to strengthen access and control of women and vulnerable groups to land and user rights,

Act. 2.2. Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for CBO’s

Once VLUP is underway, the next step is to secure CBNRM, by initiating or upgrading the 6 CBNRM Step process. The first step would be the development or upgrade of the 6 Step CBNRM Toolkits for the selected thematic NRM sectors (ie fisheries, forestry, wildlife, etc) and to build capacity in its application to CBNRM.

The districts are aware that they have to facilitate CBNRM, however they lack the instruments and the capacity to do this (eg the BMU was formed on the basis of some notes issued in 2007, and therefore was incomplete in its formation). It must be noted, however, that the following toolkits exist and would be made available to this project:

- 2006 Beekeeping Manual (By FBD).
- 2007 CBFM Manual (By FBD).
- 2008 JFM Manual (Never formally published)(By FBD).
- 2012 Sustainable Pastoralism in Wetlands (By MNRT).
- 2012 Sustainable Irrigation in Wetlands (By MNRT).
- 2013 WMA Manual (By MNRT)
- 2013 BMU Manual (Not yet formally published)(By MNRT and MLFD)

What is needed is to tailor make the above into simple tools and templates with accompanying simple, illustrated leaflets, posters and text in Swahili to use as extension aides to help build capacity of the DFT, service providers and for outreach to build capacity of the user groups.

Sub-activities include:

- PIU organises a working group to develop a simplified 6 Step CBNRM Toolbox and extension (CEPA) material for selected NRM users (eg WMA, BMU, PFM, etc.).
- RFT and DFT are trained in application of the 6 Step Manual for relevant thematic CBNRM sectors (e.g. WMA, BMU, PFM, BK).

The next stage is to secure NRM user rights. This means for the CBOs selected during inception phase, to take stock of their progress in the 6 steps to CBNRM user rights, and either gap fill or upgrade or establish anew so as to strengthen the security of tenure and develop NRM plans.

Once armed with the right tools and extension aides and trained in their application, DFT staff and service providers should be able to cater for the services needed to upgrade or develop the CBOs listed as targets during baseline.

Sub-activities include:

- Upgrade existing CBOs capacity in 6 Steps to CBNRM and facilitate participatory approval of user rights and improved quality of management plans for selected NRM landscapes.
- Establish the CBOs, where needed, building capacity in 6 Steps to CBNRM and facilitate participatory approval of user rights and improved management plans for selected NRM landscapes.

Thematic Areas of Support:

a. Support to the establishment and implementation of Wildlife Management Areas:

The project might consider to support the process of consolidating and establishing of only 1 WMA in Uvinza district (ie Mawina WMA), initiated under SIMMORS, supported by SWMP, but which has yet to be gazetted. If determined as viable at BLS, this WMA will be facilitated to the conclusion of the legal process for AAs including community training and mobilization, support to necessary studies and service provision, and development of business plan.

The specific stakeholders for this activity will be: Villagers, WMA associations, village government and Ward Executive Offices, District Councils and District Facilitation Team, chiefly Wildlife officers and community development officers, local NGO's as implementation partners. TAWIRI might be called to provide also specific studies and Central Government: Wildlife Division of MNRT.

The analysis of the feasibility of this WMA after 10 years, is very important before deciding to support interventions in the area. Since the processes has been on-going since 2003 but there is no, as yet gazetted WMA, a study is needed to assess whether there is any sufficient economic incentive to continue to support this WMA and if the value chain justifies attention as an important LED. The

Project Management will have to screen the WMA to ensure there are no conflicts before committing support. In principle no more than 1 WMA activity will be considered, however support to private sector in CBC activities around hunting blocks (e.g. Tanzanian Game Trackers proposed game ranch) may be targeted by the project, if found feasible and in the livelihood interest of the boundary communities.

b. Support to the establishment and implementation of Participatory Forestry Management areas and beekeeping reserves.

The project will support the process of establishing CBFM, JFM and beekeeping reserves in the districts by facilitating the conclusion of the legal process for areas already identified, as well as, if applies, support the whole CBFM process of establishing new ones. Activities will include support to the legal process, community training and mobilization, support to necessary studies and service provision. When Beekeeping Project phases out, the NRM&LED project may take up some activities that need perpetuation.

The specific stakeholders for this activity will be: Villagers: CBFM and beekeepers associations, Village government and Ward Executive Offices, District Councils and District Facilitation Team: chiefly Forest officers and community development officers and Tanzanian Forest Service (TFS), Implementation partners. The project will seek to collaborate with JGI, FZS or other NGOs with specific know how, but also with private sector such as the tobacco industry to resolve the deforestation conflict and Central Government Agencies (TFS).

An analysis of feasibility is very important before deciding to support interventions in CBFM and JFM, since many PFM processes have been started but there is no specific CBO and no one as yet gazetted VLFR in the region. A study is needed to assess whether and how sufficient economic incentive can be created to support the VLFR. The Project Management will have to screen the proposals before committing support and in principle no more than 30 CBFM (50% as upgrades of activities already underway) and 7 JFM, will be targeted by the project.

The project will exchange experiences and methodology of this activity with the activities undertaken under the IGA and BKP projects as well as the Finnish support to PFM in Kibondo.

c. Support to the establishment and implementation of Beach Management Units (BMU) and Collaborative Fisheries Management Areas (CFMA) for inland fisheries.

During the inception phase it will be assessed if the project will focus the implementation of BMUs on lake Tanganyika fishery and built on earlier initiatives by the Lake Tanganyika project, in order to maximize synergies.

The specific stakeholders for this activity will be: Villagers: Fishermen organized in Beach Management Unit (BMU). Village government and Ward Executive Offices, District Councils and District Facilitation Team: fisheries officers and community development officers, Implementation partners: the project will seek in priority to collaborate with JGI, FZS, who could be in a position to provide support as an extension of existing activities in the lake area and Central Government: Fisheries Development Division.

The analysis of feasibility is very important before deciding to support interventions in the inland fisheries. Many BMU processes have been started but there is no specific study to assess whether there is any sufficient economic incentive to support this effort. However, given that the total fishery is valued at Tsh 60 billion, the Lake Tanganyika fishery therefore justifies attention as perhaps one of the most important NR for LED in the region. The Project Management will have to screen the proposals before committing support and in principle no more than 10 BMUs (5 per each district) will be targeted for upgrade by the project.

d. Support to land and water management at village, ward and district level

Conflict in land and water use between crop farmers, irrigation and pastoralists have been grouped under the same activity.

The project will support the process of developing and legalizing Village Land Use Plans (VLUP) (Act.2.1), consolidating where relevant at landscape level. However, some flexibility has been retained in project design that based on the outcome of the BLS assessment, and on priorities that arise from completing the VLUP processes, issues for instance to do with village irrigation schemes, or regulating grazing activities, or other environmental concerns, can be accommodated.

The project might consider to give support on:

- **Grazing areas regulations:** this is a major issue in the area, especially the Malagarasi Moyavosi Ramsar Site, that has been addressed so far by eviction, with limited informal solutions (local grazing leases arrangements at village level). Based on the VLUP, the project will have to define pilot areas where collaborative grazing management may be feasible, preferably through the joint action of several villages developing a Joint Resource Management Plan. Preliminary studies/assessment may be necessary.

The specific stakeholders for this activity will be:

- **Village Land Use Management Committee (VLUMC):** They develop participatory assessments, demarcate and develop draft Land Use Plans for approval, ensure that the objectives of the Village Land Act, are achieved.
- **Pastoralist Associations:** They enforce livestock regulations, develop own by laws, ensure good use of rangeland under rotational grazing and limiting entry by ear tagging and regulating entrants according to carrying capacity in project wetlands and catchments area.
- **Village government and Ward Executive Offices:** They approve by-laws submitted by VLUM and WUAs and onward submission to DC for approval; support VLUM and WUAs in the preparation and enforcement of bylaws and other activities.
- **District Councils and District Facilitation Team:** They will assist in preparing district land use framework plans and long term and short term development plans for the agricultural and livestock sector, enforce regulations, approval of by-laws submitted (to LGA, through full council), provide extension services, organize and consolidate data collection, provide technical support to stakeholders implementing micro projects, collect revenues from the fishing industry. District Land, Natural Resources and Environment officers and community development officers are in charge of Natural Resources issues.
- **Implementation partners:** The project will seek in priority areas scope to collaborate with JGI and FZS.
- **Central Government:** MNRT, Line Ministries for Agriculture, Irrigation and Water, Livestock, National Land Use Planning Commission (NLUPC).

All the possible activities within the context of the 'Thematic areas of Support' will be based on a gender analysis (consultancy if needed). Selection and prioritisation will be done with together with the gender expert of the programme.

Act. 2.3. Develop capacity for improved governance and conflict management for village and user groups

The project will assist villages to develop capacity for their thematic user groups/communities to implement their LUP and guide the wise use governance of sector management plans with improved conflict management.

The project will aim to change this by developing a governance toolkit and building capacity in the CBO's ability in implementation of these management plans. This will include raising awareness on how to turn management plans into VDP and through O&OD, under R1 get these plans revisited annually as the basis for funding through the DDP, in a bottom-up approach. Also included will be

mechanisms of resolving resource use conflicts, how to deal with vested interests, and establish a process for iterative feedback and upgrades to the plan.

In addition, to facilitate communication between LGA and village, consideration is given that the project would establish a skilled Village Mentor, a retired school teacher or civil servant, and train them up as a conduit for CEPA, a go-between the PIU, DFT and the concerned villages (Annex 7.4).

Actions include:

- PIU organises a working group to develop the CBNRM Governance Toolbox and CEPA material for good governance of NR, including aspects of gender and conflict resolution.
- RFT and DFT are trained in facilitating better governance and conflict management and the use of the Governance Manual and CEPA material for CBNRM.
- Training and coaching in governance and conflict management of Village Leaders and CBOs in selected NRM landscapes
- Placement of village mentors as a conduit for capacity upgrades, for planning and M&E support.

The village mentor would come back to be trained periodically (eg. every quarter), take new ideas and technical solutions back to the village and be guided by Implementing Partners to hands on build CBO and village capacity.

Budget R2:

For this result is allocated **EUR 184,000** for the direct activities through the districts related to capacity development of district (DFT) and ward extension staff for i) the implementation of participatory VLUP and the training of village committees for VLUP of 42 villages, ii) 6-step process of CBNRM facilitation iii) improved governance and conflict management for village and users groups. It includes also the field visits, training and coaching of the district and ward staff and exchange visits of the 42 villages and 50 CBO's.

District facilitation, training, guidance, coaching, visits.	Number	Amount	Total
Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUP's	42	1,500	63,000
Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for CBO's	50	2,000	100,000
Develop capacity for improved governance and conflict management for village and user groups	42	500	21,000
Total			184,000

An amount of **EUR 740,000** is reserved to finance i) the making of and implementation of VLUP for 42 villages, ii) the 6 steps of CBNRM including the facilitation of the approval process for 50 CBOs. Service providers will be contracted for assisting the PIU and DFT in training and execution of VLUP and the 6 steps process for CBNRM.

Service contracts, work groups	Number	Amount	Total
Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUP's	42	5,000	210,000
Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for CBO's	50	10,000	500,000
Develop capacity for improved governance and conflict management for village and user groups	100	300	30,000
Total			740,000

An amount of **EUR 31,500** is available for compensating the travel and use of motorbikes by staff of wards for facilitating and guidance of project activities related to VLUP and CBNRM. In addition there is **EUR 54,600** for the training and compensation of village mentors of the 42 villages for their services and transport to district headquarters or PIU office.

Description	Number	Amount	Total
Motorcycles Mileage All/Inc Package	630	50	31,500
Village mentors hired and 1/4 training	42	1,300	54,600
Total			87,900

3.4.2 Result 3

Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources.

This result links income generating activities with CBNRM and is critical for sustainable use of NR and also for the project success. In the past often not sufficient attention has been given to derive sustainable and equitable economic benefits from harvesting NR. With key resource users is in fact referred to the whole community and not just a section of the community. The benefits need to be shared in a fair and equitable way across the whole community so that community members who are expected to change their behaviour with regard to the exploitation of NR, have incentives to do so. But also within the value chain the benefits should be shared in an equitable way among the various actors of the value chain.

For deriving sustainable and legitimate income it is necessary to develop partnerships for development of technological sound packages, improving market access and developing the value chain. Improving the access to finance can further contribute to income generation and offers at the same time a possibility for 'steering' the use of loans for sustainable harvesting and use of NR.

Under this result, the project will assist communities with those activities in their Management Plans (i.e. step 4 of CBNRM) which support income generation and enterprise development linked to CBNRM initiatives in the selected landscapes. The selected intervention will be based on sound land use planning and security derived from the user rights obtained after completion of 6 steps to CBNRM. The targets will be based on the NR value chain, linked to each CBNRM initiative, and based on market and business linkages such as: contracts with hunting and tourism operators (WMA), value chain linkages for forest products such as timber, charcoal, honey or non-timber forest products (NTFP), linked to tobacco curing (i.e. improved kilns, woodlots, forest regeneration, etc.), bee keeping; value chain linkages for fisheries products and processing; value chain linkages for livestock and agricultural products as well as land tenure incentives linked to LUP.

The project will deal mainly with livelihood and LED activities linked to CBNRM or LUP initiatives that have been identified under Result 2.

Activities to achieve this result include:

Act. 3.1. Improve opportunities for generating revenue from sustainable harvesting and use of NR

Act. 3.2. Improve access to financial services for NRM related IGA's through improved capacity of SACCOS and VICOBA's.

Act. 3.3. Support partnerships between users, transformers, traders and corporate private sector

Act. 3.1. Improve opportunities for generating revenue from sustainable harvesting and use of NR

In the beginning of the implementation period a study will be executed by a specialized service provider(s) to identify the opportunities for generating revenue for the CBO's and the economic potential and conditions for linking the CBO's to relevant value chains. In addition the required support for the CBOs to be able to grab the identified opportunities has to be determined. One of the opportunities is that Kigoma region is covered with 45% forest and has a very high significant potential for REDD and PES. This can be investigated by a competent service provider.

These studies will be conducted in a gender sensitive way to identify also opportunities for women and PLHIV.

The success of R3 depends on the engagement of economic expertise to assess the NR value chains and establish the economic feasibility of CBNRM related economic activities so as to provision specialized Business Development Services (BDS) and provide the associated, "turn-key" business packages of low risk to users groups. Out sourcing in this way is justified by the fact that this is a specialized area for which DFT and most of the NGOs are not specifically capacitated. It therefore calls for a team effort to develop a business strategy and train the CBOs in NR business operations.

Capacity building at village and district level for CBNRM income generation including contracting and negotiation is required. At district level there is no much experience in facilitating income generating activities nor with market driven value chain approach. It is therefore recommended to select first only a few most promising case and built then stepwise the capacity of CBOs and district staff.

Activities include:

- PIU hire specialist service provider to assess economic viability of NR business opportunities in the value chain of each landscape.
- PIU organise a working group, supported by specialist, to undertake value chain analysis and develop upgrading strategies and CEPA material for NRM value chain (eg fish, T&NTP, honey, tourism, etc).
- Training for developing the capacity of CBOs for NR related income generation and better business governance and help to develop CBO business plans and strategy.

The next stage is to provide technological solutions, to develop/upgrade and build capacity in wise use techno-economic livelihood packages for NRM (ie timber, charcoal kilns, BK, fish processing, eco-tourism, tobacco kilns or woodlots, etc.).

To rise out of poverty, to do more than just trade in raw materials from nature, users need to have access to better technological options, solutions which make sound investment sense to transform NR products up the value chain, and which justify the risk of loan taking. To do this, lessons learnt from the IGA and BKP projects needs to be taken on board. CBOs need to be offered a spectrum of tried and tested possibilities, of technological solutions that could increase or gear up their livelihood or reduce the environmental impact by improved efficiency (eg charcoal kilns are only 15% efficient, new trials by

TFS show this can be doubled). There are many opportunities in the value chain of NR, but few have been documented and even less have been put into simple to use extension and CEPA materials.

Act. 3.2. Improve access to financial services for NRM related enterprise activities through improved capacity of SACCOS and VICOBAS

Most communities have poor access to affordable finance. They depend often on direct harvesting of natural resources to support business activities or on meeting personal needs and emergencies. There are in the region models for financial services available for the community members and some, for example those supported by JGI, are linked to natural resources.

The aim here is to support NRM related enterprise and IGAs activities with the provision of micro-finance and financial services. Several experiences, including in Kigoma district by JGI, have shown that microfinance as an additional component can contribute to improve the livelihoods of rural communities living in bio-diverse environments, while in the same time contribute to the sustainable use of those environments. There is the 'SACCOS model' in the region, which are saving and credit groups at the level of some villages or a ward.

Twitungu: The Jane Goodall Institute (JGI) has supported 12 existing SACCOS in their intervention zone in Kigoma District through their programme "Twitungu". In collaboration with the relevant District Officers and a service provider (TRACE) the capacity of these SACCOS was strengthened. Training in business management, finance and leadership was part of it as was the granting of 'seed capital' (approx. € 2000/SACCOS) for those SACCOS which fulfilled certain criteria and agreed with the conditions for the 'seed capital', notably, that they were linked to women participation and that the loans given to them as well to enterprise activities focused on sustainable use of NR. Besides that the number of members of the SACCOS have more than doubled, it was noticed that the governance capacity of these groups had increased, more enterprise NR friendly activities had started and women had obtained better access to financial services and were more independent. JGI focused only on SACCOS and not to VICOBAS as SACCOS are formal and VICOBAS are informal and are, according JGI, less focussed on growth.

There exist also the 'VICOBA model', an accumulated Savings and Credit Association, based on autonomous solidarity groups. It helps community members to learn experience business and have an effective governance system. It provides financial mediation and builds governance capacity. The VICOBAS supported by the IGA project have been remarkably successful and a sustainable outcome of the project according the Final Evaluation Report (December 2013). There is evidence of spontaneous replication. This model has been used frequently in NRM projects and, when deliberately linked to NRM it supports the recovery of natural capital. VICOBAS lead to trust building and in the longer run can be a platform for more enterprise development.

In all the districts of Kigoma region are quite a number of VICOBAS and registered SACCOS . For the landscapes were there will be activities for the support of enterprise activities for generating revenue from sustainable harvesting, processing or trading of NR, the capacity of SACCOS, VICOBAS and maybe other type of Saving & Credit groups, will be strengthened for improving the access to financial services for their members and their available capital for obtaining a loan. The injection of 'seed capital' will be linked to the amount of saved capital of the saving & credit group and is estimated at average at around euro 2000 per Saving Group.

Table 14: Criteria for NRM Projects Micro-financing under SACCOS and VICOBAS

Financial support to NRM micro projects will be granted through a specific procedure to be based on the following criteria:

- a. The proposing CBO must be part of the prioritized CBNRM initiatives;
- b. Reasonable economic feasibility must be demonstrated through the initial assessment and if necessary, additional study;
- c. The investment must be included in the proposed micro-project business plan;
- d. Reasonable feasibility of gender balanced management capacity building, including the existing structure of the beneficiary CBO or association, and availability of adequate BDS providers;

- e. The proposal must contribute to the success of the proposed economic initiative, respecting the legal and regulatory framework, and target an investment that is not directly “bankable” through existing finance providers;
- f. A financial ceiling of 2,000 Euros guarantee fund or seed money, and the amount borrowed can be 3* the savings. The distribution of these finances will be gender balanced.
- g. Only recognized CBOs or associations, linked to a CBNRM or LUP initiative prioritized by the project, will be eligible for funding through the project.

A service provider will be engaged to support the development of VICOBAs and SACCOS and maybe create a similar umbrella structure as is the case in the programme of “Twitungu”, implemented by JGI . The service provider will work in close collaboration with the concerned district officers. The PIU will especially contribute enterprise development aspects related to unemployed youth and gender.

Actions required include:

- PIU organise a working group to analyse current NR IGA and enterprise performance (eg JGI) and develop guidelines for SACCOS and VICOBAs and CEPA material for micro-investments in NRM related IG activities linked to value chains.
- Service Provider will be hired to strengthen the SACCOS and VICOBAs for NRM and build their capacity , strengthening business, operational and financial management for CBNRM enterprises.
- PIU provide seed capital to selected NRM SACCOS and VICOBAs and monitors that there is fair, accountable and equitable application.

Act. 3.3. Support partnerships between users, transformers, traders and corporate private sector

The project shall support partnerships between NR users, transformers, traders (& corporate private sector) to develop livelihood activities for tangible income through contracts, agreements of collaboration, etc (ie: in beekeeping, improved charcoal, tobacco woodlots or forest regeneration). The support for building these partnerships will be based on shared interest and mutual benefit for long-term relations.

Already there is evidence of private sector engagement under their corporate social responsibility (CSR) programs, in tobacco, tourism, tourist hunting, and the like. However, institutions like the tobacco sector, as forestry is not their core business, are finding challenges to develop a formula to cater for the need to plant woodlots or to take care of the regenerative process to restore the forest loss from shifting cultivation or fuel wood use in tobacco. The project will support the identification and opportunities with potential private partners and facilitate the negotiation for fair deals and PPP agreements with corporate entities on sustainable NR enterprise development. Further support will include building confidence among the involved stakeholders for a win-win situation. Where possible it will support the development and supply of techno-economic packages, and there is an expectation the project will provide seed capital, but the Private Sector must invest in the bulk of the partnership.

Activities include:

- PIU organise a working group to develop PPP agreements and business plans and CEPA material for several thematic NRM value chains.
- Training for developing the capacity of CBOs and of other relevant chain actors for improvement in value chain coordination and better business governance.
- PIU facilitate PPP agreements and M&E to ensure fair deals.

The main stakeholders participating in activities under this result are as follows: Villagers organized in CBNRM associations, village government and Ward Executive Offices, District Councils and District Facilitation Team, Private sector partners, Business Development Support providers, Financial service providers (MFIs, SACCOs, VICOBAs/Village community banks), Regional administration, and Central

Government agencies

The phasing of intervention in terms of support to derive sustainable benefits will be as follows:

- During the inception phase, the various value chains linked to CBNRM initiatives will be analysed and an economic feasibility assessment will be included in order to develop the scope for upgrading so as to better inform the stakeholders of the potential for economic opportunities linked to existing CBNRM initiatives. This assessment will be a key input in setting up the priorities of intervention in each district;
- During the implementation phase, users groups will be supported by the project to establish the conditions to set up profitable economic activities and for upgrading value chains linked to the CBNRM initiative. DFT will be capacitated for facilitating this. Since each thematic area has its own procedures and stakeholders, investment options will vary between sectors.
- Periodically, stakeholders will meet to assess progress in the establishment and implementation of the above mentioned activities and its impact and analyse issues, look at economic success and revise the program accordingly. Important will be to address the common concerns of the key-stakeholders and jointly identify immediate ways forwards for addressing these challenges for building trust and confidence among each other.

Some of the more thematic, investment activities include:

WMA: Assess the models and economic potential for tourism and hunting operators based on experience of established WMAs. The associations will require support in developing viable business plans, contacting possible partners and suppliers, negotiating and setting up the economic and financial aspects of their activity. The project will therefore need to supply business development support services (BDS) adapted to the needs of WMA associations. Capacity building activities would include training as well as exchange visits with successful WMAs in other regions. The budget will also strengthen facilitation activities by District teams. Furthermore, the project will have a financial reserve to finance investments in infrastructure and equipment that the associations might require in the context of their business plans, in the form of micro-projects.

Stakeholders include: WMA association, Village Government and ward Development Council, Business partners (hunting and tourism operators), financial service providers, District Councils and District Facilitation Team, Central Government (Wildlife Division MNRT) and Business Development Service providers.

PFM: The economic potential of forestry associations include benefits derived from timber, fuel wood and charcoal, as well beekeeping and Non Timber Forest Products (NTFP) such as raphia fibers used for handicrafts. Economic and financial viability and the existence of viable value chains should be a consideration in the baseline assessment, in order to guide the priorities for the project investments. The project will supply business development support services (BDS) adapted to the needs of forest users and beekeepers associations. Capacity building activities would include training as well as exchange visits. The budget will also strengthen facilitation activities by District teams, and provide a financial reserve to finance investments in infrastructure and equipment that the associations might require in the context of their business plans, in the form of micro projects.

Main stakeholders include: Forest management associations, beekeepers associations, women's groups, Village Government and Ward Development Council, business partners (forest products, honey and NTFP traders), financial service providers, SACCOs, District Councils and District Facilitation Team and Central Government (TFS and MNRT). Specialized NGOs and Business Development Service (BDS) providers will help with business plan development, market studies and contacts, administrative training.

BMUs: The linkage to value chains for inland fisheries and related business needs of the fishermen associations, the Beach Management Units, are expecting to increase benefits from the increased

level of management of existing fishermen groups. In order to be able to improve their livelihoods the fishermen associations will require different kinds of support in business plan development, market studies and contacts, administrative training. etc.. The project will provide BDS services and also support the implementation of micro projects to finance investments in infrastructure and equipment that the associations might require in the context of their business plans, such as fish processing, etc.

Main stakeholders include the fishers organized in Beach Management Units (BMU), Village Government and Ward Development Council, District Councils and District Facilitation Team, Trade partners (fish products), financial service providers (SACCOS/VICOBAS), Central Government (Fisheries Development Division), Specialized NGOs and service providers.

Grazing area management: For communities, Village Land Use Plans have two interrelated potential positive impacts, to provide increased security of tenure, and allowing for more sustainable land and water-based activities. The project will concentrate on pastoralism based activities that have environmental consequences, notably grazing areas management and improvement of pastoralism management;

The livestock associations will receive services and support for the implementation of micro projects to finance investments in business plan development, market studies and contacts, administrative training, infrastructure and equipment that the associations might require in the context of their business plans, such as improved efficiency of kilns in tobacco, or regenerative growth of natural forests or woodlots for the kiln.

Main stakeholders will be: Village Natural Resource Committees (VNRC), Village Government and Ward Development Council, District Councils and District Facilitation Team, trade partners (agricultural, tobacco and livestock products), financial service providers, SACCOS, VICOBAs, Central Government (Ministry of Agriculture Food Security and Cooperatives, Ministry of Water and Ministry of Livestock Development), specialized NGOs and service providers.

Budget R3:

For this result 3 is **EUR 49.000** allocated for the activities to be executed directly through the districts for training, facilitation and follow-up visits of the implemented activities related to this result.

District facilitation, training, guidance, coaching, visits.	Number	Amount	Total
Improve opportunities for generating revenue from sustainable harvesting and use of NR	7	2,000	14,000
Improve access to financial services for NRM related IGA's through improved capacity of SACCOS	42	500	21,000
Support partnerships between users, transformers, traders and corporate private sector	7	2,000	14,000
Total			49,000

An amount of **EUR 81.000** is available for studies by a specialized service providers for identifying opportunities for generating revenues for the CBOs and upgrading the linked value chains. Based on the identified opportunities development of technological packages and capacity building on enterprise development and NR business operations for CBO's will be provided by Business Service Providers. In addition this is for building capacity on financial management with VICOBAS and SACCOS and facilitating the establishment of partnerships between users, traders and transformers and other key actors of the concerned value chain.

Service contracts, work groups	Number	Amount	Total
Improve opportunities for generating revenue from sustainable harvesting and use of NR	100	300	30,000
Improve access to financial services for NRM related IGA's through improved capacity of SACCOS	120	300	36,000
Support partnerships between users, transformers, traders and corporate private sector	50	300	15,000
Total			81,000

For the support of this result is a total of **EUR 205.000** earmarked for financial support to SACCOS and VICOBAS (EUR 100.000) and **EUR 105.000** for supporting partnerships between NR users and the corporate private sector through micro-projects.

Micro-projects	Number	Amount	Total
Improve access to financial services for NRM related IGA's through improved capacity of SACCOS	25	4,000	100,000
Support partnerships between users, transformers, traders and corporate private sector	15	7,000	105,000
Total			205,000

3.4.3 Result 4

Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.

The complex and changing nature of landscape processes linked to NRM and LED require competent and effective representation and institutions that are able and willing to engage with key issues that are raised by the process. Transparency and accountability is the basis for trust and are important elements for NR governance linked to landscape coordination and implementation of CBNRM. This result is of great importance for the sustainability of the other 3 outputs of the project.

Activities to achieve this result include:

Act. 4.1. Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR governance, landscape coordination and CBNRM.

Act. 4.2. Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and the community

Act. 4.3. Support key stakeholders in dealing with NRM complaints, conflicts and providing legal support.

Act. 4.1. Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR Governance, landscape coordination and CBNRM.

Initiating and developing a landscape approach requires a patient iterative process of identifying key stakeholders and recognizing their concerns and aspirations and on raising awareness. Each stakeholder will only join the process if they judge it to be in their interest and of benefit. Initially achieving consensus amongst multiple users on overarching objectives may be difficult. Launching the process on easy to reach intermediate targets may provide a basis for stakeholders to begin to work

together and this process should be also for building trust and confidence for addressing jointly, issues in the future. Trust is the basis for good management and is needed to avoid conflicts. Transparency is the basis for trust and is achieved through a mutually understood and negotiated process of change and is helped by good governance. This is all valid not only at the level of the landscape but also at the level of CBOs.

All stakeholders should be able to generate, gather and integrate the information they require to be able to interpret ongoing activities, its impact and possible linked threats.

The complex and changing nature of landscape processes requires competent and effective representation and participation and institutions that are able to engage with all the important issues raised by the process. Within the stakeholder platform the learning process and sharing experiences within and among landscapes is important to improve their capacity to judge and respond to developments.

The project will facilitate the crucial processes linked to the creation of a functional stakeholder platform on the level of landscape, district and region. Regular meetings for LGA NRM coordination are important to improve LGA (ie VDC, WEO, DFT, District Council, etc) capacity in:

- CBNRM support services
- Effective support of law enforcement,
- Effective governance
- Effective revenue collection,
- Conflict resolution in NRM,
- Increased re-investment of revenues in NRM
- Regular planning and reporting.

In line with the MTEF planning cycle, , provision in the project is made for synchronised planning at the landscape level by once a year meeting of all actors (ie CBO leaders, DFT, NGOs, and private sector) to take stock, synchronise reporting and to harmonise actions for the next year. These are then taken to the District for inclusion in the DDP, checked and quality assured at the regional meeting for consolidation and technical guidance before presentation at JLPC for endorsement or approval of adjustments.

In line with the PMO-RALG AFM Manual, the laid down process for bottom-up coordination is outlined as village meetings approve work plans and budgets, approved by the ward and then pass to a district stakeholder meeting for consolidation into the DDP. All districts in a region, meet at Regional Stakeholder Meetings where the district reports, work plans and budgets are consolidated before going to PMO-RALG for submission to donor through Steering Committee, in this case JPLC. In the case of a landscape approach, there is provision for inter district coordination meetings.

The layers of coordination meeting activities and the stakeholder meetings for the platforms are:

- periodical Landscape Stakeholder Meetings including users, LGA, NGOs and private sector meet to coordinate and plan.
- 2/yr DFP holds District Stakeholder meetings including DFT, NGO, private sector to take stock of last year and plan for next year.
- 2/yr RFP holds Regional Stakeholder Meetings including DED, DFP, DPO, NGO and private sector to consolidate and QA reports and plans.
- 1/yr RFP to brief RAS, DC, DEDs and Councillor Chairmen on NRM importance and plans at RCC meetings.

- 1/yr DFP to brief Councillors on NRM importance and plans at DCC meetings.
- 2/yr RAS chairs JLPC meetings to oversee implementation vs work plans, agree new plan and budgets and any adjustments, dealing with issues.

Region/District Stakeholder Meetings: As described in the PMO-RALG AFM Manual, the project will support the establishment and biannual stakeholder meetings in each district, organised by the DFP, with representative of LAG, DFT and relevant stakeholders (NGO, CBO, private sector, etc) in order to improve coordination, information flow and facilitate monitoring and evaluation of the NRM processes, as well as joint planning, budgeting and reporting. Likewise, the RFP shall also host biannual Regional Stakeholder Meetings, timed to coincide with the MTEF Planning Cycle, as the venue to consolidate reports, work plans and budgets, check quality assurance (QA), correct any inconsistencies before final compiling of district plans for presentation to District Council for approval and signing by DED before onward submission to Treasury, and for placement before the JLPC for endorsement.

Act. 4.2. Increase awareness and provide information on NRM governance and management to key stakeholders, decision makers and the community.

Throughout, the capacity building approach of the project has been to develop user friendly toolkits and easy to use explanatory, CEPA and extension aides. The experience gained by the project, the tools developed, the lessons learnt and the like will be put into mass media. This will be both shared locally, regionally and nationally by conducting mass CEPA campaigns using simple, pictorial and mass media extension aides, leaflets, posters, mass media, etc for use by service provider, CBO, schools, colleges, universities, TV, radio, newspaper. The material will be shared with other LGAs, NGOs and the like for creating awareness on CBNRM regulations, guidelines, technology transfer, business opportunities, and good governance. Also the mass media will be used for sharing lessons and demanding attention for current issues related to good governance and management of NR, gender and unemployed youth issues.

For specific support, when required, an experienced and capable service provider will be contracted, to develop professional CEPA aides, and for special public awareness campaigns, e.g. making of radio programmes and agreements of collaboration with local radio will be considered.

The aim here is to develop mass awareness materials and initiate CEPA campaigns to convince the public at large, but especially public figures, leaders and decision makers and other influential parties, of the need of sustainable use of NR and the role of NRM in LED.

Project activities include:

- PIU organises a working group to evaluate existing NRM CEPA material and develop CEPA strategy for mass communication of CBNRM, sharing lessons.
- RFT and DFT trained in use of CEPA materials and to lobby for allocation of more resources for CBNRM.
- Mass media campaigns for awareness programs in CBNRM and to advocate for policy change, or to bring issues in CBNRM to public attention.
- Awareness campaigns and sharing of CEPA materials with relevant stakeholders and institutions such as colleges, universities, NGOs, but also the private sector.

Act. 4.3. Support key stakeholders in dealing with NRM complaints, conflicts and providing legal support.

The project will establish a legal support network for CBNRM advocacy to support those CBOs whose LUP or 6 steps to CBNRM are stuck, or whose rights are infringed, to facilitate any conflict resolution.

One of the concerns expressed by all districts was the fact that approval of LUPs and of CBNRM user

rights could become stuck at village or district leadership level. Reasons were uncertain, and almost all alluded to external interference or perhaps a lack of appreciation by decision makers of the importance of provide DFT with resources to manage NR and complete these processes. Whereas the latter will be covered in Act.4.2 above, the former is considered here in a kind of “shame and blame” approach to expose vested interests that may be hampering CBNRM.

Rights and responsibilities for the use of NR need to be clear for all users and access to a fair justice system allows for conflict resolution and recourse. The project will support this and make sure that LGA and CBO’s have access to relevant legal and policy documents, and a kind of “watchdog” or “big brother” support group or patron or champion. Where considered as critical and having wide impact on the use of NR and an equitable sharing of the benefits, the project will look for legal support by hiring lawyers or campaigners with expertise on how to overcome external forces that mis-appropriate NR (eg land grabbing).

This includes provisioning LGA (ie village and district) with relevant legal and policy documents in NRM for reference, as well as linking CBOs to existing networks that can be used to address specific NRM issues, conflicts and blockages.

Activities include:

- Use existing networks for information sharing, NRM complaints, conflicts, and informing influential; members of society, etc.
- Hire lawyers specialised in NR related conflicts for legal support
- Dissemination of relevant NRM legal and policy documents and/or make simple easy understandable versions and place at CBO/Village level.

The focus of these activities will be on building capacity of the relevant stakeholders to learn from the “laboratory” provided by the pilot CBNRM initiatives of the project, to capture the knowledge from R2 and R3 for sharing experience and replication elsewhere. In addition contributing to improved harmonization of policies, develop more effective instruments and empower LGAs for the scaling up and replication of successful experiences.

Budget R4:

For this result is an amount of **EUR 110,000** reserved for direct activities through the districts linked to the creation of functional stakeholder platforms, facilitating their meetings and action plans and capacity building for landscape coordination and NR governance.

District facilitation, training, guidance, coaching, visits.	Number	Amount	Total
Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR Governance and landscape coordination of	75	1,000	75,000
Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and local residents	42	500	21,000
Support key stakeholders in dealing with NRM complaints, conflicts and legal support	7	2,000	14,000
Total			110,000

An amount of **EUR 130,000** is for service contracts for development of CEPA materials, communication channels and other activities related to public awareness, communication and education (CEPA) of NRM related issues. In addition also activities related legal support and advise can be financed from it.

Service contracts, work groups	Number	Amount	Total
Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR Governance and landscape coordination of	100	300	30,000
Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and local residents	11	5,000	55,000
Support key stakeholders in dealing with NRM complaints, conflicts and legal support	9	5,000	45,000
Total			130,000

For required equipment for the production of CEPA materials and the multiplication and publication of toolkits is an amount of **EUR 80,400** reserved.

CEPA equipment/Publication of toolkits/CEPA materials/Legal documents		80,400
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3.5 Indicators and Means of Verification

The indicators set up at the onset of the project need to be reviewed and adjusted periodically according to the adaptation of the project strategy to new realities in the course of implementation.

Every quantitative indicator will be set based on the targets agreed in reference with the participatory baseline survey carried out at the beginning of the project.

The indicators are indicated in the logical framework which can be found in Annex 7.1. The indicators need to be quantified and be adapted according to the outcome of the BLS. A monitoring matrix has to be elaborated, indicating the indicators⁵, baseline and target values, sources of verification, time schedule for data collection, and organisation and costs for it.

3.6 Description of Beneficiaries

The exact number of direct and indirect beneficiaries will be estimated at BLS once the precise targets for CBNRM and LED livelihood development are set up after the participatory baseline assessment. All data will be sex disaggregated and will be monitored as such.

The direct beneficiaries are:

- **NRM Based Resource Users:** The local users of NR that are organized in CBNRM institutions like PFM groups, WMA, BMU, BKG, pastoralist Associations and the like, including women's organisations and savings groups. The benefits include that these CBO's are functioning more effective with increased transparency and accountability with formally established user rights with increased revenues shared equitable among the members, receiving better services and being able to demand more effective the required support. At the same time having access to more information and knowledge and to financial services. In addition the inclusion in the DDP should bring future attention (R1), better use of their resource base (R2) and improved livelihoods including incomes (R3).
- **Local Government Authorities:** From village governments, ward executive offices, district councils, regional administrations and line ministries directly involved in the project (MNRT and PMO-RALG) are direct beneficiaries at institutional capacity level (R4). Their benefits include

⁵ If the Theory of Change thinking has resulted in a clear pathway of change, indicators can be developed for the formulated intermediate states for each strategic area.

improved capacity for facilitation of stakeholder involvement, land use planning and related conflict resolution, toolkits and CEPA materials for CBNRM, inclusion of NRM in government planning and financial systems, improved governance instruments and human capacities.

- **Service Providers:** NGOs and non-state actors who participate in the project and benefit from the institutionalization of the CBNRM toolkits and CEPA materials in their own capacity development allowing them to be more effective in providing services to the beneficiaries and to be recognised as professional service agents and having strengthened their network with involved stakeholders, increasing also chances for enabling them to find additional funding to perpetuate these activities after the project.
- **Private Sector (Corporate) and other actors linked to selected NR linked Value Chains:** Those involved in NR value chains (like tobacco companies) benefit from associating themselves with the project implementation in order to improve their management of resources and benefits from interaction with their community partners.

MNRT and PMO-RALG are indirect beneficiaries of the project. In addition the outcomes of the intervention with the different direct beneficiaries should accrue in replicable instruments and approaches (like the toolkits) that may benefit a set of indirect beneficiaries, notably:

- a. **NRM resource users in the project area and nation-wide:** Those not directly involved in the project, but who benefit from the ripple effect of replication of the approach elsewhere through other LGA and service provider programmes.
- b. **Other LGAs:** Other regions and districts who are made aware and are motivated to copy these initiatives with a similar approach ;
- c. **Training Institutions:** Centres of excellence, schools, colleges, universities and extension service centres can use the experiences and may replicate the toolkits and CEPA materials and use it in their training programmes.

3.7 Risk Analysis

A risk can be defined as an uncertain event or factor that, when it occurs, will have a negative effect on the realisation of activities and/or achievement of the intervention's results. Risks can be internal when they lay in the sphere of influence of the project and they can be external, when they are outside the sphere of influence.

One can distinguish the following groups of risks:

- *Operational risks* related to the management aspects (implementation, institutional and management)
- *Developmental risks* related to effectiveness and sustainability
- *Financial risks*

Table 15 gives an overview of the risks, the likelihood, potential impact and possible alleviation measures.

Table 15: Risks, their likelihood, potential impact and possible alleviation measures.

PROJECT CODE
PROJECT NAME
YEAR OF REFERENCE
QUARTER OF REFERENCE

KEY:

- L Low Risk
- M Medium Risk
- H High Risk
- VH Very High Risk

Identification of risk or issue				
N°	Risk description	Potential impact	Total	Alleviation measures
1,0 Operational Risk				
1,1	Low level of political priority of NRM at LGA level meaning low support for project interventions.	M	Medium	Align project planning with MTEF (using AFM Manual) and mainstream project activities in the DDP.
				Empower the NR DFT to raise awareness of District Councilor on NR and to be able to lobby decision makers for higher priority and more NRM funding
				Focus awareness campaigns on and provide information for fact based decision makers so that they see the benefits and are willing to re-invest in NRM at source.
1,2	Weak mobilization of communities and low ownership of project at community level.	M	Medium	Effective and fully participation of all relevant stakeholders at community level and maximize the use of participatory planning process through application of PRA in O&OD, LUP and 6 steps to CBNRM
				Start CEPA campaigns early in project implementation for community awareness and crating interest for participation
1.3	Demand for perdiem of government officers results in 'suboptimal' use of resources and 'less value of money'	M	Medium	Communicate straight from the beginning of the project that we will follow consistent guidelines as formulated in the Tanzanian government policy concerning perdiems

1.4	Different perception of MNRT and PMO-RALG on their responsibility and desired contributions	M	Medium	Ensure that from the beginning of the project implementation there exist agreement on each other's responsibilities and also on those from Project Management and the NPC.
1.5	JLPC not really effective due to being concerned too much on operational issues and too little on strategy issues	M	Medium	Streamline JLPC with only strategic institutions and delegate operational monitoring to Technical committees and to Regional and District Stakeholder Meetings
1.6	During upcoming elections of 2015, politicians may use project for their 'political agendas'	M	Medium	Ensure good and clear communication of the projects intervention and strategy straight from the beginning to all relevant 'players'.
1.7	Delays of implementation at District level linked to administrative and technical bottlenecks (eg slow approval of VLUP, issuance of user rights, etc)	M	Medium	Provide technical and administrative assistance to Districts to influence bottlenecks, calling on their accountability and on the support through JLPC.
				Communicating to CG and monitor their contribution to preventing delays
1.8	Delays in availability of funds for activities at local level due to difficulties in transferring funds to the District accounts.	M	Medium	Examine at BLS and streamline fund disbursement mechanisms through the Execution Agreements and District MOUs.
				Explore alternative solutions for cash flow, learning from IGA and BK projects.
				Provide administrative capacity building of DFT to facilitate fund management.
2.0	Developmental Risks			
2.1	Processes of legalizing LUP and CBNRM arrangement stalled or slow in the development and in the administrative circuit	M	Medium	Focus on villages with LUP and CBO processes already underway and support initiatives to conclude outstanding needs.
				Train the District and Village Council in the LUP and CBNRM process so that they are supportive and understand the process and willing to fast track approval of applications.
				Involve all stakeholders in periodic evaluations and analyze effectiveness and bottlenecks during region and district meetings.
				Develop toolkits for O&OD, VLUP, CBNRM, etc in simple template format to fast track the preparation process, to improve quality and to facilitate ease of higher level approvals.
2.2	Economic conditions adverse to improving NRM derived livelihoods with limited techno-economic solutions for IGAs to move up the value chain.	M	Medium	·During BLS landscape selection process make sure that the site NR are not degraded to a point where economic recovery is slow. Start where likelihood of success is greatest.
				Develop techno-economic packages of IGA livelihood activities with high value chain economic potential and offer capacity building in best practice wise use models for investment.
				Use multiple LED strategies, start from what communities are already doing and improve efficiency, avoiding introducing new and alternative IGAs.
2.3	Low availability of adequate technical know-how on economic development and value	M	Medium	Procure experienced service providers for the necessary know-how and techno-packages and outreach materials.

	chains with service providers			Where techno-economic packages do not exist, use PTT through expert work groups to develop the toolkits, manuals CEPA and training capacity in thematic areas.
2.4	Vested interest of local businessmen and allies for unsustainable exploitation of NR	H	High	Focus of project on village land and facilitate the support of LGA for recognition and registration of user rights to CBOs
2.5	influx of refugees in the selected landscape disrupting activities.	M	Medium ³	Negotiate during site selection that the area is village land, and not general land and therefore free from any conflict, hindrance or potential invasion by refugees.
2.6	Limited interest and motivation for achieving D*D results by LGA and line ministries.	M	Medium	Align project strategy to core bottom-up policy guidelines such as O&OB, CBNRM, VLUP, but make implementation not fully dependent of LGRP
2.7	LGA and community beneficiaries perceiving the project as a BTC donor project and are only interested in the allowances.	M	Medium	Maximize ownership of project at district level with proper decision making mechanism and definition of roles and clear PIM and AFM Manual guidelines on allowances, etc Place a village mentor at each village and capacitate them with the projects institutional memory, capacity and toolkits to perpetuate the outreach support to their community. Through regular O&OD meetings at village, make them aware of the benefits of the actions so that the community take ownership.
2.8	Central agencies pushing big investment through Land Banks often without due regard and adjusting to the LUP and NRM processes at local level	H	High	Involve closely the DC and RBO and other relevant actors in the LUP process and other relevant activities so Land banks benefit communities and do not bring conflict Facilitate registration of village borders and issuing CCROs to individuals, jointly with awareness campaigns.
3.0	Financial Risk (Fiduciary Risk)			
3.1	Ineffective control of financial information at District level and questionable reliability and inconsistency in report data.	M	Medium	Prepare PIM and AFM Manual early and provide orientation and training and hands on guidance in its use. Provide administrative backup from PIU to districts to help improve quality of reporting Centralize key procurement at BTC Resident Representative office Organize regular financial audits, both internal and external and deal with issues through management reports.
3.2	The inability to open "special accounts" for the project as per Execution Agreement, leads to a cumbersome fund flow system.	M	Medium	Use of the District development or miscellaneous account needs careful monitoring to ensure funds are earmarked for project and not allocated to other sectors. Use of personal imprest as an interim solution should be carefully monitored to avoid any misappropriation or misuse.

4 RESOURCES

4.1 Financial Resources

4.1.1 Tanzanian Contribution

The Tanzanian contribution to the project has the following components:

- full time Project Manager for 58 months
- contribution of District Focal Point (DFP) officer and the members of the District Facilitation Team (DFT)
- periodical contribution of National Project coordinator (NPC)
- Office space and facilities for PIU at the Region
- Office space for District Technical Advisor (DTA) at the district

The total Tanzanian contribution is estimated at € 453.500.

4.1.2 Belgian Contribution

The Belgian contribution amounts to €6.000.000. for which the budget is as follows:

NRM for LED Kigoma Region				CHRONOGRAM							
BUDGET TOTAL				Execution mode	BUDGET TOTAL	%	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A			Improved enabling environment and strengthened capacities for sustainable management of NR and more equitable Local Economic Development for greater community benefits of selected landscapes in Kigoma Region.		1.819.100	30%	278.500	504.000	537.400	333.000	166.200
A	01		<i>Result 1: DDS on NRM for LGA established</i>		153.600	3%	63.500	29.500	22.500	21.500	16.600
A	01	01	District facilitation, training, guidance, coaching, visits.	BTC-mgt	74.500		25.000	14.500	13.500	12.500	9.000
A	01	02	Service contracts, work groups	BTC-mgt	79.100		38.500	15.000	9.000	9.000	7.600
A	02		<i>Result 2: Improved governance and NRM by key resource users</i>		1.010.100	17%	137.500	309.500	322.500	161.000	79.600
A	02	01	District facilitation, training, guidance, coaching, visits.	BTC-mgt	184.000		24.000	66.000	66.000	22.000	6.000
A	02	02	Service contracts, work groups	BTC-mgt	740.000		110.000	232.500	232.500	115.000	50.000
A	02	03	Motorcycles Mileage All/Inc Package	BTC-mgt	31.500		-	4.500	9.000	9.000	9.000
A	02	04	Village mentors hired and 1/4 training	BTC-mgt	54.600		3.500	6.500	15.000	15.000	14.600
A	03		<i>Result 3: Derive sustainable and equitable benefits from NR</i>		335.000	6%	21.500	91.500	120.500	85.000	16.500
A	03	01	District facilitation, training, guidance, coaching, visits.	BTC-mgt	49.000		4.500	15.500	15.500	9.000	4.500
A	03	02	Service contracts, work groups	BTC-mgt	81.000		7.000	26.000	25.000	16.000	7.000
A	03	03	Micro-projects	BTC-mgt	205.000		10.000	50.000	80.000	60.000	5.000
A	04		<i>Result 4: Strengthened Institutional Capacity for CBNRM</i>		320.400	5%	56.000	73.500	71.900	65.500	53.500
A	04	01	District facilitation, training, guidance, coaching, visits.	BTC-mgt	110.000		22.000	22.000	22.000	22.000	22.000
A	04	02	Service contracts, work groups	BTC-mgt	130.000		19.000	31.500	31.500	26.500	21.500
A	04	03	CEPA equipment/Publication of toolkits/CEPA materials/Legal documents	BTC-mgt	80.400		15.000	20.000	18.400	17.000	10.000
B					2.589.200	43%	518.800	602.800	582.800	524.000	360.800
B	01		<i>Result</i>		2.589.200	43%	518.800	602.800	582.800	524.000	360.800
B	01	01	Transversal consultancies and services contracts	BTC-mgt	580.000		140.000	160.000	140.000	110.000	30.000
B	01	02	International recruited Technical Advisors (ITA)	BTC-mgt	870.000		174.000	174.000	174.000	174.000	174.000
B	01	03	National recruited Technical Advisors (NTA)	BTC-mgt	1.139.200		204.800	268.800	268.800	240.000	156.800

X	Budgetary reserve (max 5% * total activities)		134.620	2%	0	0	0	0	134.620
X	01	<i>Budgetary reserve</i>							
X	01		134.620	2%	0	0	0	0	134.620
X	01	01	Budgetary reserve	BTC-mgt	134.620				134.620
Z		General means	1.457.080	24%	499.320	237.090	250.090	210.090	260.490
Z	01	<i>Staff expenses</i>							
Z	01		439.700	7%	79.500	91.200	91.200	91.200	86.600
Z	01	01	Regional Project Manager	BTC-mgt	29.000	5.500	6.000	6.000	5.500
Z	01	02	Finance and administration team	BTC-mgt	233.700	41.000	49.200	49.200	45.100
Z	01	03	Drivers	BTC-mgt	171.000	27.000	36.000	36.000	36.000
Z	01	04	Other staff expenses	BTC-mgt	6.000	6.000	-	-	-
Z	02	<i>Investments</i>							
Z	02		302.950	5%	290.950	12.000	-	-	-
Z	02	01	Vehicles	BTC-mgt	231.000	219.000	12.000	-	-
Z	02	02	Office equipment	BTC-mgt	21.000	21.000	-	-	-
Z	02	03	IT equipment	BTC-mgt	27.950	27.950	-	-	-
Z	02	04	Office improvement works	BTC-mgt	23.000	23.000	-	-	-
Z	03	<i>Operational expenses</i>							
Z	03		559.430	9%	111.870	111.890	111.890	111.890	111.890
Z	03	01	Services and maintenance costs	BTC-mgt	39.480	7.480	8.000	8.000	8.000
Z	03	02	Vehicle running costs and fuel	BTC-mgt	245.250	49.050	49.050	49.050	49.050
Z	03	03	Telecommunications	BTC-mgt	47.300	9.860	9.360	9.360	9.360
Z	03	04	Office supplies	BTC-mgt	30.000	6.000	6.000	6.000	6.000
Z	03	05	Missions	BTC-mgt	107.600	21.520	21.520	21.520	21.520
Z	03	06	Meetings	BTC-mgt	65.000	13.000	13.000	13.000	13.000
Z	03	07	Consultancy costs	BTC-mgt	20.000	4.000	4.000	4.000	4.000
Z	03	08	Financial costs	BTC-mgt	4.800	960	960	960	960
Z	04	<i>Audit and Monitoring and Evaluation</i>							
Z	04		155.000	3%	17.000	22.000	47.000	7.000	62.000
Z	04	01	Mid-Term and final Evaluation costs	BTC-mgt	80.000		40.000		40.000
Z	04	02	Audit	BTC-mgt	30.000		15.000		15.000
Z	04	03	Organisational assessment	BTC-mgt	10.000	10.000			
Z	04	04	Backstopping	BTC-mgt	35.000	7.000	7.000	7.000	7.000
TOTAL			6.000.000		1.296.620	1.343.890	1.370.290	1.067.090	922.110

4.2 Human Resources

4.2.1 Project staff

The stakeholders and risk analysis show clearly that there is low implementation capacity in the Region and Districts, partially due to the split of staff between the newly formed districts. The project will therefore run a high risk of not achieving goals, and therefore provision has been made for a strong element of technical assistance, both at regional and district levels. The fields of expertise of the technical advisors is linked to lack of expertise in the Region and the Districts in these fields but which is nevertheless crucial: Governance, Gender, CEPA, M&E with Planning, GIS & LUP. The duration of the contracts for these advisors is not for the whole project period for implementation. The advisors will have an important responsibility for building the required capacity in these fields in the district and Region and with the other non-state service providers to contribute to the sustainability of the specific objective of the project.

Position	Nb of months	Contracting Party	Type
Project Manager, expert in NRM	58	RS	Management
Project Co-Manager, advisor in NRM (International)	58	BTC	
Advisor for Land Use Planning & GIS (National)	36	BTC	Technical Expertise
Advisor for Governance and Gender (National)	48	BTC	
Advisor for Communication, Education and Public Awareness (CEPA) (National)	48	BTC	
Advisor in Planning and M&E (National)	56	BTC	
District Technical Advisor (3) (National)	168	BTC	
Administrative and Financial Officer (National)	57	BTC	Others
Accountant (National)	57	BTC	
Administrative assistant / secretary (National)	57	BTC	
Drivers (6) (National)	342	BTC	

A description of the main functions & profiles is presented in annex 7.4

Junior assistants can also be recruited by BTC, without additional salary costs on the project budget.

The focus of their TOR could be on communication and M&E but the need and desired expertise will be analysed during the implementation phase.

4.2.2 Other key staff

MNRT will designate a National Project Coordinator (NPC). PMO-RALG, Region and Districts will ensure participation of their staff through nominating a Regional Facilitation Team (RFT), District Facilitation Team (DFT) and District Focal Points (DFP) officers.. The PMO-RALG will ensure that the RS and Districts have sufficient staff for the project to be functional with special reference for the district Facilitation Team (DFT) and the District Focal Point Officer.

Ward Extension Office (WEO), Village Executive Officer (VEO), Village Council, Village NRMC will be mobilised when necessary.

Village mentors (See activities for Result 2 in §3.4.2), part-time, with some allowances and compensation for travelling and communication by telephone .

4.3 Other Resources

4.3.1 Services

Belgian contribution (project budget)

- Consultancies, including evaluations and audits
- Backstopping
- Vehicle maintenance
- Communication costs
- Trainings

To bolster the support needed by the low capacity in the Districts, so as to maximise outreach to communities, implementation partners such as specialized NGOs, research or training centres, or private sector, will be contracted. The aim is to maximise the expertise and continued presence of such providers in the region through a medium term performance based contract to support the implementation of some of the multi-tasks of the project. As an exit strategy, selection criteria will include the practical knowledge of the region and the sustainability of their presence.

The project will explore the possibilities of partnerships with the following institutions (subject always to public procurement):

- JGI and FZS: to support WMAs, Participatory Forestry, BMUs and fisheries development, Land Use Planning and Integrated Water Resource Management (IWRM).
- AOI/TTTC: to support tobacco farmers in improved forest management, regenerative forest growth, tree planting, woodlot management, energy saving curing of tobacco leaves, etc.
- MJUMITA: to support local VLFR interventions and link to the network .and activities of Mjumita members
- LARRRI/HAKIARDHI: to advice, counselling and related assistance on land tenure issues, including providing and organizing training on land tenure and land rights and enhancing public awareness through mass media.

4.3.2 Investments

Belgian contribution (project budget)

- Purchase of 6 vehicles

- Purchase of 7 motorcycles
- Purchase of equipment needed for the project team
- Purchase of office equipment (PIU, Districts)

All equipment and transport means bought through the project shall be used exclusively for the implementation of the project activities.

Three vehicles will be put at the disposal of the 3 DTA (and DFP) for project purposes only, and 3 for the PIU. Seven motorcycles will be posted, 1 to each landscape for locally based extension officer at a WEO office to facilitate implementation of the project activities on daily basis.

4.3.3 Others

Belgian contribution (project Budget)

BTC HQ and Representation, will provide backstopping to the project for Operation and Finance, sector specific and possibly for the cross cutting issues. The scope of each mission can be variable and will be established in consultation with the Project Management and the Representation.

Under the budget line Transversal consultancies and service contracts are included partner execution contracts and the consultancy costs related to the baseline assessment, capacity development for Result Oriented Monitoring, Planning, Value Chain Development and for other specific thematic areas, including crosscutting issues as considered critical and opportune by the Project Management.

Tanzanian contribution:

The Tanzanian contribution is described in § 4.1.1 which includes also the following/

- The RS will provide the office space and furniture for the project team and the running costs for electricity, water landline phones and internet.
- The DED will provide a working place and basic furniture for the project teams at district level.

5 EXECUTION MODALITIES

5.1 Contractual Framework and Administrative Responsibilities

The legal Framework of the present project is governed by:

- the **General Agreement** for Development Cooperation between the Kingdom of Belgium and the United Republic of Tanzania signed on 16th October 2002 between the two governments;
- the **Indicative Cooperation Program** (2010 – 2013) between the Kingdom of Belgium and the United Republic of Tanzania signed on 26th October 2009;
- the **Specific Agreement** – of which this TFF is part - signed between the Government of Tanzania and the Government of Belgium.

There is a joint administrative responsibility for the execution of this project.

The United Republic of Tanzania designates the “Ministry of Finance”, hereinafter referred to as “MoF” as the entity responsible to supervise the financial aspects of the Specific Agreement (SA) on behalf of the Tanzanian Party.

The United Republic of Tanzania designates the “Ministry of Natural Resources and Tourism”, hereinafter referred to as “MNRT” as the entity responsible to supervise the technical arrangements of the SA on behalf of the Tanzanian Party.

The United Republic of Tanzania designates the “Regional Secretariat of the Kigoma Region”, hereinafter referred to as “RS” as the Tanzanian entity responsible for the implementation and follow-up of the project as per TFF.

The Kingdom of Belgium designates the Directorate-General for Development Cooperation, hereinafter referred to as “DGD”, represented by the attaché for International Cooperation in Dar Es Salaam, as the Belgian entity responsible for the Belgian contribution.

The Kingdom of Belgium entrusts the implementation and the follow-up of its obligations to the “Belgian Technical Cooperation”, a public-law company with social purposes, hereinafter referred to as “BTC” and represented by the BTC Resident Representative in Tanzania. To that effect an “Implementation Agreement - CMO” is signed between BTC and the Belgian Government.

5.2 Institutional Anchorage

Institutionally the project is anchored in the Regional Secretariat of the Kigoma Region as a specific project implementation unit (PIU) under the Regional Administrative Secretary (RAS). The RAS will be overall responsible to see the project is implemented as per TFF, and will delegate day to day management to a project manager (see 5.5.4).

The project will also work with the Districts for certain activities that will be entrusted to the Districts through Execution Agreement (EA). The Districts will be accountable for deliverables.

5.3 Technical and Financial responsibilities

There is a joint Belgian – Tanzanian technical and operational responsibility for the execution and achievement of the results to reach the specific objective of the project both at the level of the steering committee (MNRT, PMO-RALG, MoF, RAS and BTC Resident Representative) and the project implementation unit (RS and BTC). (see point 5.5.2 and 5.5.4)

The financial responsibilities linked to the execution of the project are also joint to the two parties. The Permanent Secretary of the MoF is the Authorizing officer for the project and the Resident Representative of BTC is the project Co-Authorizing officer.

5.4 Project Life cycle

The Specific Agreement has a total duration of 84 months, as from the date of its signature.

The project execution period is planned for 60 months.

The project life cycle entails the following 3 phases:

5.4.1 Preparation phase

Activities to be carried out during the preparatory phase by the BTC representation Office and MNRT:

- Launch of international and national HR recruitment processes
- Opening of main project account
- Start launching procurement of material & logistics

Some expenses (pre-CMO notification expenditures) can be done but only those linked to the recruitment process and the procurement of logistics:

HR	Costs
HR recrutement costs (Z_01_01)	5,000 EUR
Logistics	
Procurement of vehicles & motorcycles (Z_02_01)	231,000 EUR
Procurement of IT equipment (Z_02_03)	27,950 EUR
Total	263,950 EUR

5.4.2 Execution phase

Project Effective Start-up phase

Indicative duration: 9 months

The incoming project team assumes start-up duties (HR, share understanding of TFF among the team members and stakeholders, Baseline, operational manuals, accounts opened and mandates defined, initial planning...), first cash call.

The start-up report comprises:

- Signed minutes of the JLPC 1 meeting
- the organogram of the project team recruited
- Project operation manual
- Organisational assessment of RS
- Preparation of necessary procurements for outsourced parts of the baseline
- Develop synergies with The Scholarship project for the assessment of the capacities of the RS
- Baseline report, including the M&E matrix and system
- Operational and financial planning of the 1st year

Operational implementation phase

Indicative duration: 45 months

JLPC 1 – JLPC Closure programming (Operational closure planning is approved)

The activities will be implemented during this phase. Both MTR and ETR happen during this phase.

At the end of this phase a planning of the operational closure is validated by the JLPC.

Project Operational Closure

Indicative duration: 6 months

JLPC Closing programming – JLPC Final report validation (Discharge of project team)

The execution ends with an operational closure phase to ensure proper technical and administrative closing and hand-over. Project final report is produced after the end of the execution period.

This operational closure period starts at the latest 6 months before the end of the Specific Agreement.

Final report:

- Administrative information
- Financial information
- Operational information
- Information on Results

After discharge of the team the Representation and partner can still proceed to the liquidation of last contractual commitments.

Financial Statement

Six months before the end of the specific agreement, the project manager with the BTC Project Co-Manager must prepare a financial statement with the Representation according to BTC procedures, presented to the closing PSC.

Six months before the end of the Specific Agreement, no expenditure will be authorized without the approval of the Authorization Officer and Co-Authorizing Officer of the project and under condition that the expenditure is linked to commitments taken before the end of the Specific Agreement and detailed in the Minutes of the PSC.

Balances

Unused funds on bank accounts will be transferred to BTC.

The unused budget amounts at the end of the project will be affected on the ICP as specified in the specific agreement.

Expenses after the end of the Specific Agreement

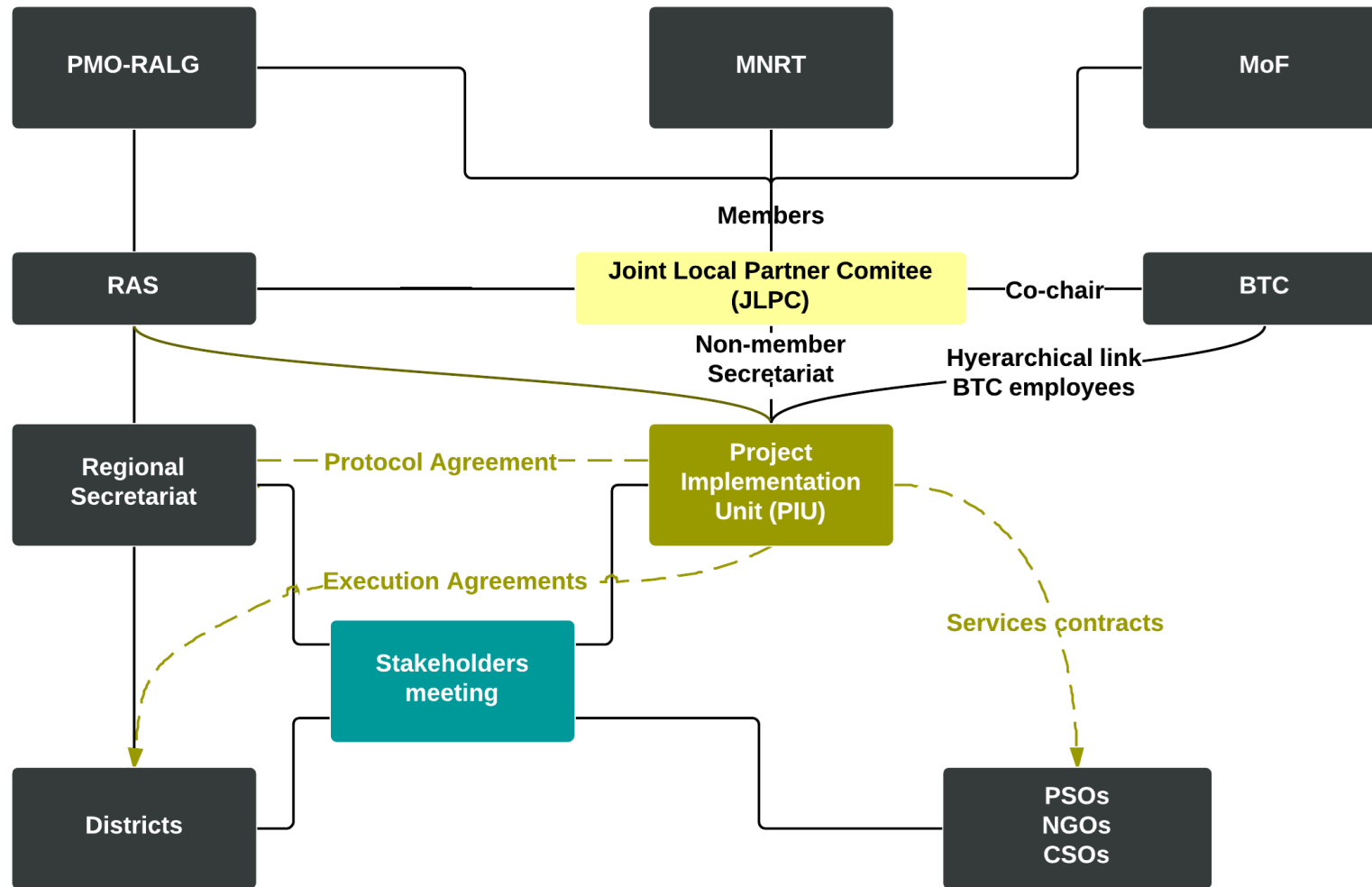
After the end of the Specific Agreement, no expenditure will be authorized. Exceptionally, expenditure will be authorized after the end of the Specific Agreement date, only when linked to commitments taken before this date.

5.4.3 Administrative Closure phase

The final report is sent to DGD and the project is administratively closed.

5.5 Steering and implementation structures

5.5.1 General presentation



5.5.2 Joint Local Partners Committee (JLPC)

Tanzanian and Belgian parties agree to create a Joint Local Partners Committee (JLPC) that is the highest level of decision in the project and will strategically steer the project.

Composition:

The JLPC will be composed of the representatives of the following institutions:

- MNRT, chair
- Ministry of Finance
- PMO-RALG
- RAS
- BTC (Resident Representative) co-chair.

The JLPC may invite external experts or other stakeholders as resource persons on an ad hoc basis.

Role and functions:

- Supervise the respect of the engagements of the parties;
- Assess the development results obtained by the project (strategic quality assurance and control) and approve planning and recommendations from the project's annual results reports;
- Validate Execution and Financing Agreements proposed by the team
- Approve eventual adjustments or modifications of results described in the TFF, while respecting the specific objective, project duration and total budget as described in the specific agreement while ensuring coherence and feasibility of the actions;
- Resolve any problems that cannot be solved at the project management team level;;
- Approve and ensure the follow-up of recommendations formulated in the reviews (MTR and ETR) reports;
- Based on the financial reporting and audit reports advice on corrective actions to ensure the achievement of the project's objectives;
- Ensure approval of the final report and the final closure of the project.

Operating mode:

- Each member institution commit to delegate the same person for each meeting;
- The JLPC establishes his rule of order during its first meeting;
- The JLPC meets upon invitation of its chair at least twice a year. Extraordinary meetings can be held upon request of one of its member. The invitation shall be received by the members at least 7 days before the meeting. The invitation shall include an agenda, suggested decisions and supporting documents;
- The JLPC meets for the first time (at the latest) three months after the signature of the Specific Agreement;
- Decisions of the JLPC shall be taken by consensus. Decisions of each meeting of the JLPC shall be recorded in minutes signed by its present voting members;

- A JLPC is held at the latest three months before the end of the project activities in order to approve the final report and prepare the modalities of the project closure;
- The Project Management will act as the Secretariat for JLPC and will provide the necessary information to its members in advance of each meeting.

5.5.3 National Project Coordination

As entity responsible to supervise the technical arrangements of the project, MNRT will designate a National Project Coordinator (NPC). His/her Role and functions are:

Periodical (on average every quarter) technical supervision of the project

Through detailed ToR, each mission of the NPC will focus on a limited number of subjects that will either (i) help the project to integrate national policies and guidelines or (ii) inform MNRT with practical lessons learned to inject in the improvement of the policies and guidelines.

Liaison officer with other line Ministries

He/she will represent the project in National meetings and other national coordination groups, with or without a representative of the Project Management Team.

5.5.4 Regional Stakeholder Meetings (RSM)

The RS and collaboration with the PM organises coordination meetings with all major stakeholders to discuss project implementation and consolidate documents for the JLPC.

The RSM should be the one laid out in the PMO-RALG AFM Manual. If not operational, an ad-hoc one will be set-up by the project with the aim to institutionalise it as soon as possible.

Composition:

The RSM is made up of:

- all participating DFPs accompanied by DPO
- relevant thematic regional officers
- representation of regional NGOs
- representation of private service providers
- representation of civil society
- representation from the PIU

Depending upon agenda, it may also include relevant NRM Coordinator from DSC Unit as a representative from PMO-RALG and 1 person from 1-2 key line ministries.

Role and functions:

The meetings have inter-district coordination function and may have the following role and functions:

- Taking stock of progress vs. plans and budgets and checking the reports and M&E of the districts, the RS and the project;
- Identifying and discussing successes and failures;
- Updating the risk analysis;
- Consolidating future plans and budgets of RS and those that have been compiled by DFT. The draft document is the basis on which the PIU checks the conformity with the project objectives and

procedures and submit to the JLPC for approval and for fund release;

Operating mode:

- The RSM will meet at two times a year or more according to the needs.
- The PIU acts as the Secretariat for the RSM and provides the necessary information to its members in advance of each meeting. All decisions are taken in consensus. If no consensus can be reached the issue is brought up to the level of the JLPC.
- The RSM shall lay down its own internal rules in conformity with the prescription of the PMO-RALG AFM Manual. Additional limitation should be defined if required by this TFF and the Specific Agreement.

5.5.5 Project Implementation Unit (PIU)

Project Management (PM)

The PM is the operational level of the project.

The RS designates within its regular staff a senior officer who will serve full time as the **Manager** of the project – after non-objection of BTC - and BTC contracts – after non objection from the MNRT – an international technical adviser as the project **Co-manager**.

The Internationally recruited NRM&LED Technical Advisor will be located at Kigoma offices and function as advisor to the Project Manager and to the MNRT at large for related technical issues.

Depending upon available space, the PIU will be located in or near the Regional Offices in Kigoma with the exception of the 3 DTAs, who will act as project coordinators based in the districts.

Project Manager and Co-manager work in close collaboration and take operational decisions and actions on a day to day basis in order to ensure that the project strategy is fully implemented, in time, within budget and as approved by the JLPC. They are jointly responsible for the achievement of results and specific objective of the project.

The Management of the project's responsibilities comprise:

- Develop and implement the project strategy and operational plans
- Overall project coordination management
- Overall project monitoring : operational and financial planning, adjustments and reporting of the project on a quarterly and annual basis (See 5.6.5)
- Ensure proper management and apply stringent accountability arrangements for the management of the financial resources allocated to the project,
- Ensure that procurement processes and procedures used by the project is conform to the applicable procurement guidelines,
- Ensure proper human resources (technical and support teams) management practices conforming to the applicable guidelines;
- Compilation of the project final report at the end of the project.

Project Technical Team

The technical team supports the management team in the project execution.

It will be composed of the following staff members for which the responsibilities are indicated in Annex 7.4:

At Regional level

- 1 Advisor for Land Use Planning & GIS
- 1 Advisor for Governance and Gender
- 1 Advisor for Communication, Education and Public Awareness (CEPA)
- 1 Advisor for Planning and Monitoring & Evaluation

At District level:

- 1 District Focal Point, NRM Officer in each District
- 3 District Technical Advisers (for 6 districts, each District Technical Adviser will be responsible for 2 districts).

The 3 District Technical Advisers (DTA) will be posted at 3 separate District headquarters and provide hands on assistance to the District Focal Point (DFP) and the District Project Facilitation Team.

- Kasula for the districts of Kasulu and Buhigwe.
- Kibondo for the districts of Kibondo and Kakongo and
- Uvinza for the districts of Uvinza and Kigoma .

Others

The management and technical teams will be supported by the following staff:

At Regional level:

- 1 administrative financial officer
- 1 accountant
- 1 administrative assistant / secretary
- 3 drivers

At District level:

- 3 drivers

The nationally recruited administrative and financial officer will support the PIU in managing the finance and administration of the project. He/she will monitor and control the management of the project funds transferred to the districts and provide advices (internal control).

5.5.6 District management

General principle

At district level, the project implementation will be aligned with the district structure. The District Executive Director (DED) will be the officer in charge of supervising the project as mandated by the District Council.

The DED will delegate day to day coordination to the most appropriate officer in the NRM sector to act as DFP. The DFP and DTA will organize in close collaboration the project activities at district level and ensure the optimal integration and tuning of the project activities and the planned district activities in the sector. He/she will be supported by other officers of the District Facilitation Team (DFT).

The DFP will participate in the planning, coordination and supervision of the project activities. Each

district will be responsible for its own work plans and budgets within the limits defined in the TFF, as adjusted after the baseline and subject to approval by JLPC as the Project Steering committee. The Project Manager, International project co-manager and the Administrative Financial Officer will verify the eligibility and adequacy of plans and budget in line with JLPC decisions. They will compile the information from the districts into the required reports for the whole project and region.

Contractualisation

The basic principle is that any contract must always be awarded following a competition call through a public tendering procedure as prescribed by the law dated 15th of June 2006 (and its implementing Royal Decrees)⁶.

Every District involved in the project described under this TFF will sign an execution agreement with the project stipulating financial and administrative modalities that will be used to implement and contribute to the project. The same agreement must be signed with every new created District after announcement through government notice before the starting of the activities within this new districts.

The systems used will, as much as possible, be aligned with the Tanzanian authorities as long as they provide for adequate mitigating measures reducing the risk to an acceptable level.

Eligible costs

Taking stock, among other through audits and evaluation reports, of other bilateral projects working or having worked with the districts (such as beekeeping or IGA projects), the scope of work that will concern those execution agreements will be at first strictly limited to operational costs directly related to activities of the staff of the District in the framework of the project.

In that perspective, the eligible costs will be limited to:

- Perdiems and hotels
- Fuel
- Internal workshops

5.5.7 Regional management

General principle

Some of the activities of the project will be implemented by HR from the Regional Secretariat.

As seen as (i) the PIU will be physically located at the RAS, and (ii) that BTC has much less operational working experience with the Region, the detailed modalities will be defined during the start of the project, after an organisational assessment following BTC procedures.

As long as this assessment is not performed and further detailed modalities validated by the JLPC, the financing of the activities implemented by the HR of the RS and directly related to the project will be directly managed by the PIU.

Eligible costs

At first, the scope of work that could be directly managed by the Regional administration will be strictly limited to operational costs directly related to activities of the staff of the Region in the framework of the project.

In that perspective, the eligible costs will be limited to:

⁶ See www.ejustice.just.fgov.be

- Per diems and hotels
- Fuel
- Internal workshops

5.6 Operational management

A Project Operation Procedures Manual (in conformity with BTC procedures and manuals) will be adopted at the start of the project that will further detail all the areas of the operational management.

5.6.1 Human Resources Management

	Manager	Co-Manager	RAF	NTA's	Support Staff
FUNDED BY	RS	Project funds	Project funds	Project funds	Project funds
ToR	Joint (in the TFF)	Joint (in the TFF)	Joint (in the TFF)	Joint (in the TFF)	Joint
Publication	NA	BTC	BTC	JOINT	JOINT
Candidates pre selection	NA	BTC	BTC	JOINT	JOINT
Selection of candidates	NA	BTC	BTC	JOINT	JOINT
ANO	BTC	MNRT	NA	NA	NA
Signature of the contract	RAS	BTC	BTC	BTC	BTC
Individual evaluations	RAS	BTC	BTC	BTC	BTC

Publication:

Positions are open for men and women. Female candidates will be encouraged to apply.

Contract Legislations

Human resources recruited in Belgium will have a contract governed by Belgian law.

Human Resources recruited in Tanzania will have contracts governed by Tanzanian law.

5.6.2 Financial management

Taking into account that the Tanzanian Treasure imposes all development funds to be deposited in the respective accounts and does not allow to open project accounts in co-management at district or regional level which makes it impossible to trace BTC funds and is not compatible with the BTC system, the management of the Belgian contribution is done according to BTC direct-management.

5.6.2.1 Bank Accounts

From the signature of the Specific Agreement, a main bank account in own-management will be opened at a commercial bank in Tanzania or at the Bank of Tanzania named 'BTC – own-management – DeNRM' in Euro with only BTC personnel signatory rights.

In terms of signature, the double BTC-signature is compulsory.

5.6.2.2 Funds transfer

First transfer

From the notification of implementation agreement between **the Belgian State and BTC** and after the opening of the main accounts, a cash call can be submitted by the Project Management to BTC Representation. The requested amount must be in line with the financial needs of the first three months and will follow the BTC internal procedures.

Subsequent transfers

To receive subsequent transfers, the PIU must request a cash call to the RR following BTC procedures.

Each transfer should equate to the estimated funding requirements of the project as prepared by the PIU for the succeeding three months, plus a small margin for contingency, possibly paid in several tranches. The transfer of funds by BTC to the bank accounts will be made provided that:

- The financial accounts for the project are up to date and have been submitted to the BTC Representative
- All required reports have been submitted to the local representation of BTC
- Any recommendations proposed by external audits and/or MTE have been followed up or implemented and reported to the BTC representation

In addition, intermittent urgent cash transfers may be requested; but such urgent cash calls are only acceptable if they are fully justified in relation to extraordinary events.

The cash management procedures and rules of BTC (transfer to operational accounts, cash management...) apply.

5.6.2.3 Preparation of annual and multiannual budgets

Each year, the project team must develop a budget proposal for the next year following BTC procedures. In this budget proposal, an indicative budget for the following years should also be included. This budget proposal must be approved by the SC

The annual budget is part of the annual plan and provides the basis for the monitoring of budget execution of the next year. (Cfrs 5.6.8)

5.6.2.4 Monitoring and budgetary commitments

Each quarter, the project must report on the budget execution and the forecast of expenditure, compared to the total budget and annual budget approved. The reporting is done according to the format provided by BTC and is part of the quarterly reporting.

The project must ensure proper control and regular budget monitoring of commitments (Cfrs 5.6.8).

5.6.2.5 Accounting

Accounting is done on a monthly basis according to BTC rules and regulations and its own financial

system and tool.

The accounting documents must be signed for approval by the Project Manager and the Project Co-manager. The accounting documents that must be forwarded to the BTC Representation include an electronic file and if asked the supporting documents as well as the bank statements and petty cash statements.

The accounting documents must be up to date, accurate, reliable and conform accounting standards and rules in place.

Eligible costs are actual costs which meet the following criteria:

- They are identifiable and verifiable by supporting documents, in particular being recorded in the accounting records of the project according to the applicable accounting standards;
- They relate to activities and criteria as specified in the TFF and necessary for achieving the results;
- They are indicated in the budget and registered under the correct budget line;
- They comply with the requirements of sound financial management.

5.6.2.6 Budget Management

Budget constraints:

The total budget and the budget per execution mode may not be exceeded. The budget of the project sets out the budgetary limits within which the project must be executed.

Budget change:

Overshooting of a general means section (Z_01_01, etc) or a result less than 10% of the amount budgeted for on this section or result in the latest version of the budget is authorized.

At budget line level, budget overshooting is allowed if the overshooting is less than 10% of the amount of the latest approved budget for this line or if it is less than 50.000 €

At the level of the annual budget, there are no constraints, except for the general means section for which the annual budget overshooting can be no more than 5%.

In case a budget increase is needed, a written request for the increase must be submitted by the national party to the Belgian state after agreement of the steering committee. If Belgium accepts the request an exchange of letters is signed by both parties.

For all other budget changes, a written agreement of the Authorizing Officer officer and Co-Authorizing officer is sufficient.

For each request for budget change, the project team must elaborate a budget change proposition according to BTC's procedures.

The contingencies budget can only be used after approval of the JLPC.

5.6.3 Public Procurement Management

Procurement for items under BTC Management budget lines will be done according to the Belgian procurement rules and regulations.

- The procurement of goods and services for the budget under regie lines will be carried out in conformity with the Public Procurement , The law of 15 June 2006

- The law of 17 June 2013
- Royal Decree of 15 July 2011 (award)
- Royal Decree of 14 January 2013 (performance)
 - General Contract Terms and Conditions → General conditions
 - Tender Specifications (Call for tender notice) → Specific conditions

which provides the legal framework for procurement activities.

Public contracts under full responsibility of BTC

General rules to be respected:

BTC = 'contracting authority', which prepares the public contract, manages the contract award procedure, signs the contract and controls the performance of the public contract by the successful tenderer.

The table below lists the persons responsible for committing the legal act concerned as well as the persons responsible for control prior to committing this act:

Amount (1)	0 to 25,000 €	25,000 € to 85,000 €	85,000 € - 200,000 ⁷ €	200,000 €-
ANO Launch	/	RR	L&A	L&A
Launch of the public contract	Project management	Project management/RR	RR	RR
ANO award/ non-award and contract signature	/	/	L&A	L&A
Contract signature	Project management	RR	RR	a. RR after complete Board mandate b. Directors up to threshold of their respective mandate ⁸ or Board
ANO signature amendment (if applicable)	/	/	L&A	L&A
Signature amendment	Project management	RR	RR	a. RR after complete Board mandate b. Directors up to

⁷ Management or control of a public contract by the ITA Public contract officer (BDI) equals an ANO granted by L&A.

⁸ Open procedures: 1,500,000 €, restricted procedures 250,000 € and negotiated procedures without publication of a notice 100,000 €.

				threshold of their respective mandate or Board
Payments	See "Mandate" and "Treasury management" - see manual Administrative management projects.			

Rules:

- 1) The amount of 85,000 € is without VAT; the amounts of the mandates (25,000 € and 200,000 €) are inclusive of all taxes.
- 2) A notice of non-objection is required before launching a public contract, for the awarding **as well as the non-awarding** and before any amendments are concluded in compliance with the following:
- 3) 'Project management' = mandatory in function of the amount of his/her mandate agreement: project staff (category C) up to 5,000 € and project leader (category B) up to 25,000 €;
- 4) Official and semi-official publication of public contract documents is the duty of the Procurement focal point of the REP, with possible support from L&A. Project management prepares all documents for this purpose. Where applicable, project management itself is to send letters of invitation. For public contracts > 150,000 €, the focal point also contacts L&A for publication on the OECD website;
- 5) To obtain L&A notice of non-objection the following documents must be sent:
 - o The Tender Specifications;
 - o The (signed) Opening report;
 - o The (signed) Evaluation report;
 - o For public contracts for works: The filled-out and signed infrastructure works checklist, with a declaration that the necessary budget lines and controls by recognized control instances have been planned;

Once the dossier is approved, L&A also takes care of the administrative follow-up of the ANO/Mandate for public contracts > 200,000 €.

Notices of non-objection are sent by e-mail.

If a notice of non-objection (avis de non-objection/ANO)/ad hoc mandate was required to award the original contract, a new ANO/new ad hoc mandate is required for these 'amendments'.

The opening and analysis of the offers will be organised according to the régie procedures. BTC must analyse the offers. The award proposal has to be approved by MNRT according to their normal internal procedures

The following activities will be managed according to Belgian Law and BTC system (BTC Direct-management) :

- Staff contracting
- All Investments (Except operational/running costs)
- All the Consultancies
- Audits(framework contract)
- Mid-term and End-term reviews (framework contract)
- Backstopping

5.6.4 Monitoring & Evaluation

Monitoring and Evaluation (M&E) contribute to achieving more and better results while strengthening accountability, continuous learning and strategic steering.

5.6.5 Monitoring

	Report Title	Responsibility	System	Frequency	Users
Baseline	Baseline Report	Project Team	BTC	Unique	Project, JLPC, BTC
Operational Monitoring	MONOP	Project Team	BTC	Quarterly	Project, BTC Rep office
Results Monitoring	Results report	Project Team	BTC	Annually	Project team, partner, JLPC, BTC rep office, BE embassy
Final Monitoring	Final Report	Project Team	BTC	Unique	JLPC, Partner, BTC rep office, BE embassy, donor

5.6.5.1 Baseline

The Baseline Report needs to be established by the Project Team at the beginning of the project (ideally within the 9 months after the first project steering committee).

The baseline report comprises:

- a monitoring matrix
- a risks management plan
- an updated operational work plan

The JLPC takes note of the Baseline Report and validates the way the project will be monitored.

The Baseline Report will be attached to the First Annual Report.

5.6.5.2 Operational Monitoring

Operational monitoring refers to both planning and follow-up of the project's management information (inputs, activities, outputs) and its purpose is to ensure good project management. It is an internal management process of the project team. Every quarter the Operational Monitoring update is sent to and discussed with BTC representation.

Results Monitoring

Results Monitoring refers to an annual participatory reflection process in which project team reflects about the achievements, challenges, etc. of the past year, and looks for ways forward in the year(s) to come. The JLPC approves or disapproves recommendations made by the project team in the annual result Report.

5.6.5.3 Final Monitoring

The purpose of final monitoring is to ensure that the key elements on the project's performance and on the development process are transferred to the partner organisation, the donor and BTC and captured

in their “institutional memory”. This enables the closure of the project (legal obligation for back-donor of BTC), the hand-over to the partner organisation and the capitalisation of lessons learned. It can be considered as a summary of what different stakeholders might want to know at closure or some years after closure of the project.

5.6.6 Reviews and Audits

	Responsibility	System	Frequency	Users
Mid-term Review	BTC	BTC	Unique at mid term	JLPC, partner, project, BTC, donor
End-term review	BTC	BTC	Unique at end term (6 months before operational closure)	JLPC, partner, project, BTC, donor
Audits	BTC	BTC	At least once	PCS, partners, project, BTC, donor

5.6.6.1 Mid-Term and End-term Reviews

Reviews are organised twice in a lifetime of a project: at mid and end of term. BTC is responsible for organising the reviews. The ToR of the reviews and their implementation are managed by BTC, with strong involvement of all stakeholders. The role of the JLPC is to approve or disapprove the recommendations made in the reviews and to follow their implementation.

5.6.6.2 Audits

Financial external audits will be foreseen at least once during the implementation (two audits are budgeted) and should be harmonized with the mid-term review time frame.

The external audit is required to evaluate:

- whether the accounts of the project reflect reality
- the internal control system maturity and respect of procedures
- the economic and efficient use of funds (value for money)

BTC will write the terms of references of the audits and select the independent and certified (international standards) audit firm.

The scope will include the full project management and coordination as well as the districts involved and the compliance with the execution agreement requirements. The District internal auditors will share their reports with the JLPC when the project activities are encompassed in their audit planning.

The auditor’s reports will be presented to the JLPC. The Project Managers have to elaborate an action plan, in order to improve the procedures and to prove that corrective measures have been taken. This action plan will be presented to the JLPC. A quarterly follow-up of the action plan has to be sent to the Authorising Officers.

The Tanzanian Audit Office will share with the JLPC any issues or recommendations they may have

after a District audit and concerning the project activities.

Each year an Audit Committee reviews the BTC financial statements according to Belgian law. Within this framework, the Audit Committee may also carry out audits of any projects in Tanzania. The Audit Committee of BTC may also request that BTC's internal auditor audit a specific programme.

5.7 TFF modifications

The formal agreement of the Belgian Government and the Tanzanian Government is needed for the following changes:

- Modification of the duration of the Specific Agreement;
- Modification of the total Belgian financial contribution;
- Modification of the Overall and Specific Objective of the project.

The request of the above modifications has to be motivated by the PCT and approved by the Steering Committee. The exchange of letters requesting these modifications shall be initiated by the Tanzanian Government and shall be addressed to the Belgian Embassy in Tanzania.

The following changes to the TFF will have to be approved by the Steering Committee:

- The execution modalities;
- The project results and activities and their respective budgets;
- The composition, attributions and responsibilities of the Steering Committee;
- The mechanism to change the TFF.

All other changes to the TFF should be approved by the chairman of the JLPC and the BTC resident representative. The adapted version of the TFF shall be communicated to the BTC headquarters and to the Attaché for International Cooperation (DGD) in Tanzania.

6 CROSS-CUTTING THEMES

6.1 Environment & Climate Change

The project objectives is entirely environmentally centred, focused on improving the management of natural resources while generating the necessary economic, institutional and social incentives for resource users to follow “wise principles” of NR management for LED, for this reason, the TA has been strengthened with specialists in CBNRM, forestry and the like..

The project will develop bottom-up approaches to NR governance, to enable CBNRM and empower more democratic and accountable approaches to DeNRM. To provide compelling, evidence based information for improved decision making in future allocation and re-investment of resources for CBNRM by decision makers. The experiences of the project should furthermore generate replicable principles and models, including toolkits for administration and techno-economic packages, coupled with replicable CEPA materials for mass knowledge sharing for more efficient and sustainable use of the environment. All of which should have a wider application throughout Tanzania, thanks to the governance and decentralization component feeding up to regional and central for policy harmonization and entry into the LGRP.

According to scientific reports, climate change is already a reality in Lake Tanganyika, and is attributed, in part as one of the causes of declining fish catches. This justifies that the fishery and other climate resilient livelihoods be looked at to develop an adaptive approach, should future changes be potentially drastic.

Kigoma region with 45% forest cover has a very high significant potential for REDD and PES and this shall be investigated under R3.

The project has integrated climate change issues in its overall strategy and shall pay a special attention to the adaptation component.

6.2 Gender

6.2.1 Contribution to the National Strategy on Gender Development (NSGD)

The gender approach for this programme follows a twin track:

a) Mainstreaming gender in the whole programme, meaning that gender is systematically taken into account at all stages of the programme (e.g. preparation, training, start-up, baseline, studies, implementation, M&E) and

2) Providing for gender sensitive and specific actions during implementation, the latest being transformative. The Gender Budget Scan differentiates among gender neutral, gender sensitive and gender specific activities, as well as activities addressing the gender machinery.

Gender mainstreaming in the programme is a first alignment with the national gender policy. This states that “Social relations that exist between men and women in the society are patriarchal. These have influenced the division of gender roles, which are influenced by socialization, cultural and traditional practices. They have impact on income, resource allocation and opportunities to participate in politics, leadership, education and training. As a result there are gender gaps almost in all spheres of life. Gender mainstreaming has been recognized as an approach, which is designed to bridge the gender gaps pertaining to rights, peace, and socio-economic, cultural and political development.” As such the programme contributes to the following objectives of the National Strategy for Gender Development (NSGD):

- Having established and strengthened mechanisms for gender mainstreaming at all levels.
- Mainstreaming gender in all sectorial policies, programmes and strategies.

Regarding a gender disaggregated M&E system, the programme contributes to the following objective of the NSGD:

- Having gender/sex disaggregated data at all Levels.

With respect to 'Environmental Protection and Conservation' and 'Access and Ownership of Resources' the programmes contributes to the following objectives of the NSGD:

- Increasing environmental protection and conservation measures to ensure human and economic development.
- Having men and women empowered through allocation of resources equally and equitably.

Concerning the topic 'Information, Education and Communication' the NDGD states that "The mass media is a powerful and important instrument that can be used to bring awareness and public education on various national issues such as gender development, policies, laws and regulations, HIV/AIDS, legal and human rights. Media includes the electronic media (Radio, TV, E-mail), the print media (newspapers, magazines, brochures, pamphlets and posters) and the folk/community media,(traditional dances, songs, artists, poetry, poems and forum theatre) can be used to convey information and education to communities." The project contributes to the promotion of the use of these media.

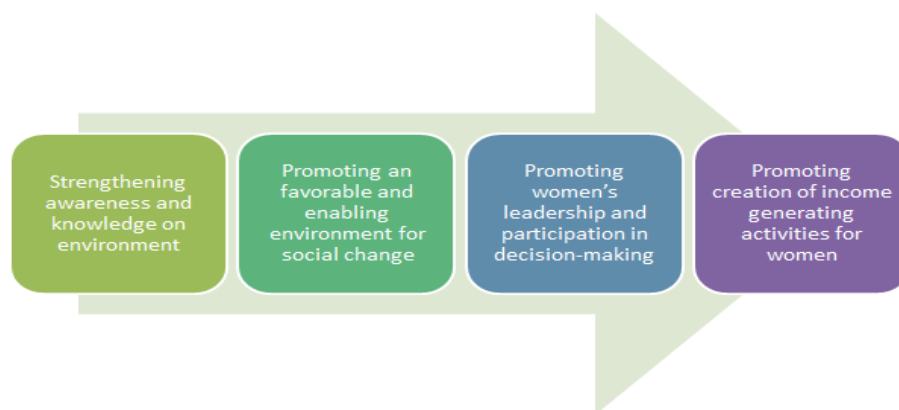
6.2.2 Strategy for the Programme

Gender will be integrated in all four results of the project. The intervention will prioritize initiatives where the potential for increased participation of women in decision making is greater such as VLUP and support for financial services.

Gender governance is included as an integral part of the project planning and implementation, and is an indicator of success. A specific TA will be assigned for the whole duration of the project on Gender and Governance for providing advice and guidance on the project's strategy and implementation in gender and governance. This has a practical angle, following the lead of the actual role of women and their dependence on NRM (e.g. their role in water and fuel wood collection). In particular, the project seeks ways to incentivize more gender equity in access to natural resources and decision-making, more so than the present trend of inclusion of reserved seats for women in the NRM CBOs.

Strengthening the awareness and knowledge on environmental issues enables women and men to redress behaviour (imposed by gender roles and gender division of labour) and to contribute to sustainable NRM. Exchange, interaction and changes in behaviour regarding NRM, creates a sound basis for more in-depth social changes needed for sustainable NRM. In a further stage, a social environment will be created where women and women's organisations can take a more active role in decision-making and NR governance, to represent practical needs and strategic interests of women and men. A stronger female leadership will provide opportunities for women and women's organisations to take part in income generating activities, in securing SACCOS and in strengthening their occupations, integration, ownership and partnership in NR value chains. This presentation is of chronological, efforts to be conducted in a parallel and repetitive manner, allowing gender to be integrated on a long term basis. Transformation in gender roles, gender division of labour, are long term processes.

Schematic presentation of the gender approach



6.2.3 Specific issues to be tackled

In particular a specific gender dimension will be introduced in the following activities:

- Gender analysis providing following information: The baseline survey will assess the position of women in existing initiatives, from the point of view of access to the resources, and participation in decision making in the LGA and CBNRM CBO institutions. It should include a gender analysis providing the following information: data on the use of and access to natural resources, disaggregated by sex, what is used by women and men; data on gender-based differentiation, for women and men, in NRM, climate change impacts, vulnerabilities, and risks; thematic maps of gender differentiated vulnerabilities (physical, social, economic, cultural, political and environmental); gender differentiated capacities at institutional level and available resources for managing and reducing vulnerability; traditional knowledge and perception of women and men in the analysis and evaluation of the characteristics and key risks.
- .VLUP: Land is one the most fundamental resources to women's living conditions, economic empowerment and, to some extent, their struggle for equity and equality. However, due to economic, legal, social and cultural factors their rights to access, control and transfer land are weaker compared to those of men. Although women's lands rights are legally protected, customary norms are still very strong in rural areas. At district and village level knowledge and awareness on women's land rights is often limited. Awareness raising and sensitization activities on land law legislations and women's land rights, targeting both women and men, have proven effective and are key to ensuring women's rights in the VLUP.
- Currently, in CBNRM CBOs, certain seats on the leadership are, by policy, earmarked for women. Attention will be paid to determine if women are consulted during VLUP and in the 6 steps to CBNRM, or during O&OD for village planning. This analysis, and an assessment of women role in the interventions at community level, will be used as a means to promote, incentivise and monitor increasing empowerment of women. Gender specific indicators will be introduced during the BSL and if needed, specific service providers will be hired, or gender studies and training programmes planned for greater gender roles in governance of NR. Special attention will be given to the LUP process to ensure that existing guidelines to ensure women interests are taken into account are effective in the ground.
- Sustainable LED and livelihoods will be assessed during the baseline survey similarly to identify those livelihood activities with greater potential to involve and empower women participation. Initiatives with greater potential for women engagement (such as fish processing, NTFP like fruits and mushrooms, honey processing, etc) will be given priority for supporting women. BDS

providers will be asked to propose concrete steps to promote gender equity and women based economic activities. Gender Specific indicators will be introduced and if needed, plans would include specific studies and training programmes.

- Capacity for involving women in NRM governance will come from information from the field on gender issues, which will be systematized and analysed so as to feed into the policy review process. If needed proposals to refine the CEPA approaches to target women, will be developed.

Simple gender disaggregated indicators will be used in the M&E.

6.3 Social Economy

The project objective is all about NRM&LED, about empowerment through the bottom-up approach, about mechanisms to get the very resource users, the rural poor to participate in NR planning through VLUP, CBNRM 6 steps, O&OD, etc, and to invest in the value chains. The project therefore will focus most activities in Result 1 and 2, on community NR users and Result 3 is all about improving livelihoods of NR users, traders and transformers so as to introduce new ideas on IGAs, how to move up the value chain and contribute more to LED.

From the baseline survey stage and into implementation, means will be sought to ensure that prioritized activities focus the economic activities that can engage the poorest members of the communities in more sustainable NRM. Existing socio economic information will be used to that effect.

A “no harm” approach will also be used in the CBNRM and livelihood development activities to ensure that no discriminatory processes are taking place as unplanned negative effects of the intervention.

The project shall promote better access to saving and credits facilities; aim at the poor but focus on those showing efforts; shall work together with the private sector as far as it is possible, it will facilitate the participation of civil society as it can be appropriate, it will respect democratic decision-making processes, work in a decentralised environment and strengthen networking.

6.4 Children’s Rights

The project shall ensure that children’s rights are observed. The key aspect will be making sure that no child labour is used in any of the nodes of the value chain. It will also promote other basic rights of children by advocating for better use on income from NR in educating and developing children at household level.

The element of introducing CBNRM and LED opportunities in school clubs is also seen as a way to empowering the youth, sharing knowledge to the next generation with new ideas, changing perspectives about the environment and developing a respect for nature so that when these children come of age and enter the work force they will have been exposed to new ideas, new perspectives on environment, new IGAs and know of alternative livelihood skills and opportunities to enter the MRM&LED value chain in a sustainable way.

6.5 HIV &-AIDS

Over the past ten years Tanzania has witnessed significant progress in the delivery of efficacious HIV prevention, treatment, care and support. The national HIV prevalence in Mainland Tanzania has declined from 7.0 % (2003/04) to 5.3% (2011/12) among all adults aged 15-49 years. Regional differences in HIV prevalence rates are great and vary between less than 1% in Pemba Region and 14.8% in Njombe Regions. Kigoma is one of the regions where the HIV prevalence rate has almost doubled and increased to 3.8%. This increase can be explained as a result of successful care and treatment programmes reducing HIV & AIDS related mortality rates, or as a result of an actual

increase in the number of new infections, or both. Between and within regions wide variations persist across social and age groups. HIV prevalence rate among young women aged 25-29 years is 3 times higher compared to young men in the same age group. HIV & AIDS prevalence rates are significantly higher among most at risk groups such as men having sex with men or commercial sex workers, but also among mobile populations such as seasonal labourers in plantations, workers at road construction sites, mobile markets, truck drivers, fishermen and miners.

The HIV & AIDS epidemic continues to put a high burden on the country's social and economic development. The challenges are still huge as the comprehensive needs of People Living with HIV (PLHIV) are often not being met; stigma and discrimination still prevail; and the coordination of the national response is not resulting in all necessary services being available to those who need them. As the HIV epidemic is stabilising, its face has changed from an emergency situation that required vertical approaches into a broader, long-term response focusing on overall development. The HIV & AIDS response has evolved from a strong health focus to addressing HIV & AIDS as a multi-sectoral challenge that calls for all actors, public and private, formal and informal, to respond at all levels and in all sectors.

TACAIDS, the Tanzania Commission for AIDS, coordinates the **National Multi-Sectoral HIV and AIDS Strategic Framework 2013/14-2017/18 (NMSF III)** which provides guidance to all public and non-public sectors to review and implement well focused, cost-effective and results-informed HIV interventions that target both the individual person and the entire sector according to the epidemiology. In 2010 TACAIDS also developed a **Gender Operational Plan for the HIV Response in Tanzania Mainland 2010-2012** with the aim to ensure that gender is catered for in all HIV & AIDS interventions.

In 2008, Tanzania enacted the **HIV Prevention and Control Act (HAPCA)**. Section 6 of this law states that all organizations and institutions, whether public or private, should design and implement gender and disability responsive HIV & AIDS plans that should be mainstreamed and implemented within their activities. According to Section 9 all employers should also establish a HIV & AIDS workplace programme, which includes gender responsive HIV & AIDS education, distribution of condoms and support to PLHIV. Part VII of the law emphasizes that every local government authority should design plans for ensuring that most vulnerable children are afforded means to access education, basic health and livelihood services. The **National HIV and AIDS Policy (2012)** further emphasize the importance of respect for the human rights of PLHIV, as stipulated in the Constitution of the United Republic of Tanzania. Specifically the policy commits to enhancing measures that ensure all civil, legal and human rights for men, women, boys and girls living with HIV and AIDS, in accordance with the Constitution and other International Conventions.

The NRM & LED project will pay due attention to the mainstreaming of gender and HIV & AIDS throughout the project implementation in collaboration with TACAIDS and the existing HIV & AIDS focal points and coordinating mechanisms at ward, village, district and regional level.

Given the prevalence of HIV-AIDS in the area of the project, this will be treated as a cross cutting dimension building on on-going activities described in the DDPs. Through the DFT and implementation partners synergies will be sought with stakeholders active in awareness building and prevention, so as to make the best in the community awareness processes to include the theme whenever relevant, and if possible plan joint actions when useful, especially when the projects is reaching sensitive and vulnerable groups such as fishermen in fishing camps. This can include distribution of HIV-AIDS CEPA materials during field days, when doing VLUP, or formulating the 6 step to CBNRM, or during annual O&OD exercises.

7 ANNEXES

7.1 Logical Framework

PROJECT CODE	TAN 13 029 01	
PROJECT NAME	NRM for LED in Kigoma Region	
DOCUMENT DATE	15/01/2014	
Overall Objective	Indicators	MOV
To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region	Change from unsustainable use of NR to the 'wise use' ⁹ of NR for economic and livelihood benefits of local community user groups in Kigoma Region.	Kigoma Region Socio-economic Profile chapter on NR; Surveys on the use of NR for economic and livelihood development.
	Models of improved utilization of NR implemented with positive impact on local economic development and livelihoods of NR users (men & women).	CBNRM impact studies; District situation analysis of NRM
	Management capacity, NR service delivery and monitoring improved by LGA, CBOs, NGOs and private sector for sustainable use of NR in Kigoma Region.	Surveys on management capacity and service delivery; Monitoring reports of district, region and projects;
	Awareness of importance of sustainable use of NR for LED of key-stakeholders, political leaders and decision makers at all levels	The integration of NRM and budget allocations to NRM in the DDPs of the districts of Kigoma Region; CEPA survey

⁹ MNRT adopted "wise use principles" in their policy for sustainable natural resources management (NRM).

Specific Objective	Indicators	MOV	Assumptions
Improved enabling environment and strengthened capacities for sustainable management of NR and more equitable Local Economic Development for greater community benefits of selected landscapes in Kigoma Region.	Quality and quantity of services provided by R, DC, NGO & p/sector to communities for sustainable use of NR for LED % of selected NR landscapes that are brought under sustainable NR management for LED.	Survey on appreciation of provided services by users; Situation analysis and GIS maps of selected landscapes	<ul style="list-style-type: none"> - Political support to NRM sector increases at all levels and leads towards increased allocation for scaling up support to CBNRM and implementation of VLUP - C, R and LGA support for scaling up CBNRM efforts spreads to other areas and landscapes. - LGA, NGOs and private sector are willing and grow in capacity, effectiveness and accountability to support sustainable use of NR; - Investment plans of private sector and government, population growth, refugee influx, NR harvest pressures, land grab, pastoralist issues and climate change do not outpace growth of CBNRM institutional capacity .
	% revenue obtained by NRM CBOs and degree of sharing benefits among members within village communities (gender specific) of selected landscapes	NRM CBO records and PPP contracts; Village O&OD reports and district socio-economic profiles of NR.	
	% of DDP budget allocated to NRM for LED of involved districts	DDPs budgets.	

Results		Activity	Logframe indicators	Means of verification	Assumptions
Result 1: A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues	1.1	Develop DSS system for NRM and build capacity in its use.	Use of adapted PMO-RALG AFM Manual for DeNRM, and the number of landscapes/villages in which it is used and applied by service providers (R & LGA, NGOs and private sector); Key NRM related issues included in strategic V/DD-Plans in MTEF formats.	District reports on activities; NRM included in V/DD-Plans.	There is sufficient long term policy and political support by C, R and LGA for D*D of CBNRM. There is commitment, technical and financial support by key institutions (ie MNRT, PMO-RSALGA, R, LGA, TFS, TAWA, etc.) willing to support CBNRM. Decision makers at all levels, give importance to evidence based information on NRM and LED and are not swayed by ulterior motives.
	1.2	Undertake situation analysis and baseline survey to select priority NRM-LED landscapes	Application of participatory techniques of adapted SWM and PFM Toolkit for participatory NR assessment; Use of established criteria for selection of priority NRM&LED landscapes; Integration of selection of identified landscapes in V/DDP plan accordingly.	PRA Toolkit for NR, training report, District situation report; Baseline Survey Report; V/DD- Plan ??.	
	1.3	Mainstreaming of key NRM issues in decentralized planning	O&OD Toolkit adapted for NRM, Service providers trained on use of O&OD toolkit Pilot villages NRM issues are included in 3 years strategic plans of VDP and DDPs.	O&OD Toolkit, Training reports, VDPs and DDPs.	
	1.4	Regular M&E, information gathering and analysis of evidence in NRM management is feeding planning processes	Execution by C, R and LGA of developed M&E system and strategic economic assessments of the value of NRs; Degree to which LGA decision makers have used related information for integrating key NRM issues in their annual planning and its prioritization.	M&E reports, strategic study reports, VDP and DDP, village mentor reports.	

Result 2: Improved governance and sustainable management of NR by key resource users	2.1	Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUPs	Service providers trained on use of adapted VLUP toolkit for NRM; Effectiveness of participation of village groups (including women and vulnerable groups) in VLUP; Number of VLUPs approved by Village Council and LGA;	VLUP NRM toolkit, VLUP. District reports;	C, R, LGA and politicians support processes for approval and registration of Village boundaries and LUP and for user rights of CBO's. Political agendas supportive of CBNRM and reduce potential conflict of multi-users & vested parties.
	2.2	Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for NRM CBO's	CBNRM sector Toolkit adapted for Kigoma Capacity of LGA and service providers developed and using the CBNRM toolkits??; Number CBO's registered and having user rights.	BLS report; District progress reports; CBO registration and user permits	More transparent governance processes allowing better dealing with external influences.
	2.3	Develop capacity for improved governance and conflict management for village and user groups	Application of by-laws and the extent that protection of NR rights of women and other vulnerable is included in by-laws; Cases of conflict and the way it has been resolved;	Village CBNRM internal minutes, Village mentor reports	
Result 3: Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources	3.1	Improve opportunities for generating revenue from sustainable harvesting and use of NR	Number of CBOs supported to make business plans based on identified opportunities within NR linked value chain analysis and jointly developed upgrading strategies; Number of developed NRM techno-economic packages for IGAs adopted by different user groups; Revenues generated by CBO/CBNRMs;	Business Plans of CBOs; Project records; Techno-economic Packages	Status of natural resources allows sustainable and financially viable harvesting or value added trade/business. Taxation and fees on value chain does not become excessive, affecting economic viability to marginal users.
	3.2	Improve access to financial services for NRM related enterprise activities through	Package and modalities for financial services used by CBOs;	Report Service provider reports;	Sufficient trust can be created for 'win-win' partnerships

		improved capacity of SACCOS	Number and value of loans (for youth, men and women) related to sustainable use of NR obtained through supported SACCOS.	SACCOS minutes/reports	
	3.3	Support partnerships between users, transformers, traders and corporate private sector	Number of agreements/contracts established between CBOs and p/sector/buyers; Financial value or livelihood improvement as result of contracts	PPP contracts or PES agreements Reports of involved CBOs:	
Result 4: Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.	4.1	Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR governance, landscape coordination and CBNRM.	Stakeholder coordination platforms and processes at C, R, LGA and user level established and operational; Number and effectiveness of partnerships and networking processes established between CBNRM CBOs and NGOs/CSOs and service providers;	Minutes of meetings at R, LGA and CBO stakeholder coordination platforms, Partnership agreements	All key stakeholders can be convinced for collaboration among each other and making compromises to be respected on NRM for LED Central and LGA are willing to review policies and adapt regulations on the basis of relevant cases and learning lessons; LGAs are willing and able to enforce NRM laws in support of CBNRM rights.
	4.2	Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and local residents	Increased awareness of key-stakeholders, politicians and local residents of importance and value of sustainable use of NR through Mass media campaigns and CEPA materials supported by project; Number of key-stakeholders addressing environmental issues.	CEPA surveys	
	4.3	Support key stakeholders in dealing with NRM complaints, conflicts and legal support	Knowledge on processes and legislation regarding NRM related issues; Support given for conflict management and legal support to CBO's on 'misuse' of NR or whose rights have been violated	CEPA survey; Report on legal cases	

7.2 Implementation Calendar

7.2.1 Phased Approach/Roll-Out Plan

The project will adopt a staged approach. The suggested, draft roll-out plan is envisaged as follows, and the budget is indicative, subject to review at BLS:

SI No	Activity (OVI)	N/yr	Nos/ unit	Incep (9 mth)	Year 2	Year 3	Year 4	Year 5	Exit (3 mth)	Total	Tsh/ Unit	Total Tsh	Euro	Total
1	Phased Approach													
	New Districts each year			1	2	3	1			7				
	Total Districts worked in/year	3		1	3	6	7	7	7	7				
	New Landscapes each year	1/district	1	1	2	3	1			7				
	Total Landscapes worked in/year	1/district	1	1	3	6	7	7	7	7				
	New Villages each year	6/l-scape	6	6	12	18	6	0		42				
	Total Villages Worked in/year	6/l-scape	6	6	12	36	42	42		42				
2	Coordination Meetings													
	District S/holder Meetings	2/yr	2	3	6	12	14	14	7	56	2.0	112	53	
	Landscape S/Holder Meetings	1/yr	1	1	3	6	7	7	7	31	3.0	93	44	113
	Region S/Holder Meetings	2/yr	2	2	2	2	2	2	1	11	3.0	33	16	
3	Situation Analysis													
	Landscape Analysis	1/district	1	1	2	3	1			7	15.0	105	50	
	O&OD Planning/yr	1/village	1	6	12	36	42	42		138	1.0	138	66	116
4	Villages With LUP													
	Total VLUP	1/village	1	6	12	18	6	0		42				
	New LUP	50%		3	6	9	3	0		21	15.0	315	150	225
	Upgrade existing LUP	50%		3	6	9	3	0		21	7.5	158	75	
5	Number of CBOs													
	Total CBOs	1-2/village			20	23	7	0		50				
	a. Total WMA (50%)/3	1/region			1					1	100	100	48	
	b. Total CBFM/1	1/village			12	12	6			30				
	CBFM New	50%			6	6	3			15	40	600	286	
	CBFM Upgrade/3	50%			6	6	3			15	15	225	107	
	c. Total JFM/1	1/districts			3	3	1			7	40	280	133	683
	d. Pastoralist Assoc	1/district				2				2	40	80	38	
	e. BMU/2	10/2 districts			4	6				10				
	BMU new	50%			2	3				5	20	100	48	
	BMU upgrade/3	50%			2	3				5	10	50	24	
6	Micro-projects/IGAs													
	Total CBO with SACCOS	1/CBO			20	23	7	0		50	5	250	119	119
														1256
														1256
	NB Costings taken from KILORWEMP are indicative approximations.													
	1 CBFM = Tsh 40m in 2009, likely more now and same cost for JFM.													
	2 BMU = Costs have been match with CBFM?													
	3 Assumes 50% LUP, CBFM, etc are done and need upgrades.													

7.2.2 Project Duration

The length of the project implementation calendar can be divided into three main phases, namely:

- Inception phase: 9 months
- Implementation phase: 45 months
- Exit/Closure phase: 6 months.
- Total: 60 months.

Inception Phase:

During this phase the project will:

- a. Mobilize the BTC Brussels Technical Coordination Team and start the recruitment of ITA experts by BTC Human Resource Department within a time span of 2 months starting with the NRM&LED-ITA and AFM-ITA;
- b. Make the procurement of equipment, which will be implemented by the BTC Representation Office

after arrival of the 2 ITAs;

- c. Design the internal management procedure and produce the Project Implementation Manual (PIM) with the help of an external support (BTC or external consultant);
- d. Tender the participatory baseline assessment and initial related studies, which will be implemented during the Inception Phase and will require external services based on a tender procedure and TORs as below.
- e. It will include introduction of the project to all key stakeholders.
- f. Activities will be focused on setting up the project and ensuring project ownership at all levels, including:
- g. Appointing of nationally recruited project staff.
- h. Capacity analysis and training of key staff, from PIU and DFT.
- i. Prepare (implementation) Execution Agreements with the Districts and have them signed between the Districts, MoFEA and BTC, assuring office space, office furniture, etc,
- j. Initiate procurement of office equipment, procurement of transport.
- k. Carry out baseline survey, update and improve if necessary the log frame indicators, facilitating workshop on the development of activities within each district, facilitate PIU in planning of activities.
- l. Launch the public procurement for future collaborations and hire of service providers.
- m. Sign MoUs with selected partners.

7.2.3 Implementation Phase

The implementation of the project (45 months) will start once the baseline is concluded, the LFA has been upgraded, the budget re-examined and the JLPC has approved the operation plan and budget.

Gradually the full implementation phase focuses on capacity building and training complemented by study activities and policy review/awareness raising activities, which stakeholders will carry out at all levels as appropriate. While most activities will be carried out in all districts some distinctions will be made according to specific needs in each district. This is the critical part of the project as defined by the activities that will determine success or failure.

7.2.4 Exit Phase

During the consolidation phase (6 months) the emphasis will be on ensuring that the planned activities have been completed successfully and the required degree of sustainability will be reached. During this period the focus will be on implementing what has been learnt (rather than new training). It is expected that by this time those cooperatives, user groups and value chain IGAs that have well performed, have been identified and trained.

This phase will basically be for preparation for closure and exit of the project. All necessary preparations for a smooth closure of the project that guarantees sustainability of attained achievements will be made at this phase.

The activities in this phase shall include but not be limited to:

- a. A follow up plan is in place for all districts.
- b. The final project report is discussed and accepted, presented to JLPC.
- c. Handing over of various project assets to selected beneficiaries.

d. Preparation of closure of accounts is made.

7.2.4.1 A follow up plan

This is a plan that outlines the strategies that can be followed to ensure continuation of the initiatives taken by the project's beneficiaries will be of great importance to support the District Councils and MNRT in sustaining the achievements of the project. It will be the responsibility of the project to make sure that such a follow-up plan or Exit Strategy is in place before the project ends, and is in fact the topic of R1.

Development of a follow-up plan shall be concluded during the consolidation phase of the project. The Project Management shall be the lead person in this assignment and will endeavour throughout the implementation phase to keep the Exit Strategy always in sight. The JLPC will make final decisions on how to implement the follow-up plan.

7.2.4.2 End-of-project report

The MNRT-PPD and BTC-Tanzania shall prepare an end-of-project report that can be presented and discussed before the project comes officially to a close. This report will be based on the end-of-project reports prepared by the PIU and DFT and approved by the Project Management and the final evaluation report. The overall end-of-project report will be presented to the JLPC for approval.

The end-of-project-report shall include:

- A full account of the expenditures of both the Tanzanian and the Belgian contributions.
- A list of all equipment to be handed-over together with an estimate of its actual value.
- An assessment of costs of operation and maintenance to keep each item in use.

7.2.4.3 Destination of Remaining Assets and Budget

Only equipment that still is in good shape and for which an operational budget is available will be earmarked for handing over. In case the equipment is written off or costs of operation and maintenance are not covered by regular budgets, both parties shall agree on how best the equipment can be laid-off. The money received from sold equipment will be added to any possible remaining money and its destiny be decided upon by the JLPC. The JLPC will approve the plan for handing over the equipment bought from the Belgian contribution and make final decisions on the procedures for the laying-off of equipment.

7.2.4.4 Closing of Accounts

After any possible remaining budget has been transferred to the agreed destination, both authorizing officers of the project will take all necessary steps described by law and banking procedures, to close all project accounts. Documents confirming the closure of the accounts shall be copied to the BTC Brussels and MNRT.

7.2.4.5 Expenses Beyond the Agreement Period

After the end of the Specific Agreement it is not allowed anymore to make any expenses unless they are related to commitments made before the end of the Specific Agreement that have been officially endorsed in the JLPC minutes. No further operational expenses will be accepted.

7.3 Chronogram

Chronogram			Year 1				Year 2				Year 3				Year 4				Year 5			
Budget	Results/Activities		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A		Improved enabling environment and strengthened capacities for sustainable management of NR and more equitable Local Economic Development for greater community benefits of selected landscapes in Kigoma Region.																				
A	01	<i>Result 1: CBNRM Included in DDP.</i>																				
A	01	01																				
A	01	02																				
A	01	03																				
A	01	04																				
A	02	<i>Result 2: CBNRM User Rights Established.</i>																				
A	02	01																				
A	02	02																				
A	02	03																				
A	03	<i>Result 3: CBNRM Management Plans Implemented.</i>																				
A	03	01																				
A	03	02																				
A	03	03																				
A	04	<i>Result 4: Institutional Capacity Developed for CBNRM</i>																				
A	04	01																				
A	04	02																				
A	04	03																				
		Planning, Reporting, M&E, MTR, etc																				
		Baseline Study																				
		Inception Report																				
		Annual Planning																				
		Progress Reporting																				
		JLPC Meeting																				
		MTR																				
		Final Report																				
		Final Evaluation																				

7.4 TOR Long-Term Personnel

TOR Long-Term Personnel.

NB. As the project is developing its procedures and management systems, the specific tasks assigned to the staff member may evolve over the course of implementation and may be periodically reviewed and updated in the PIM.

7.4.1 National Staff

7.4.1.1 National Project Coordinator (NPC)

As entity responsible to supervise the technical arrangements of the project, MNRT will designate a National Project Coordinator. His/her role and functions are:

Basic functions:

1. Periodical (on average every quarter) technical supervision of the project
 - Through detailed ToR, each mission of the NPC will focus on a limited number of subjects that will either (i) help the project to integrate national policies and guidelines or (ii) inform the MNRT with practical lessons learned to inject in the improvement of the policies and guidelines.
2. Liaison officer with other line Ministries
 - He/she will represent the project in National meetings and other national coordination groups, with or without a representative of the Project Management Team.

Main duties and responsibilities:

- Represent the Government of Tanzania in relation to project planning, implementation and reporting to BTC.
- Liaise with MNRT, PMO-RALG, MoF and other ministries and central agencies on policy implementation and be the communication and coordination link between operational work at regional and district level and feedback for decision making support and possible policy and regulatory framework harmonization and adaption process at central level.

7.4.1.2 Project Manager (PM)

Overall responsibility:

Under the responsibility of the Regional Secretariat of the Kigoma Region, as entity for the implementation and follow-up, the Project Manager (PM) is designated by the RS to the project as Project Manager, representing GoT, and being counterpart to the Project Co-Manager (ITA), contracted by BTC.

Main Duties and Responsibilities:

- Supervise and coordinate the planning, monitoring and implementation of the project, in collaboration with the Project Co-Manager, to ensure that the activities are executed in accordance with the TFF, approved annual work plans and budgets and any other directives from the JLPC, in accordance with the BTC Project Implementation Manual (PIM) .
- Give guidance to the PIU staff, and the involved regional and districts government staff in the field, in particular working with the R the Regional Facilitation Team (RFT) and the District Focal Point (DFP) officer in charge of leading the District Facilitation Team (DFT).
- Provide adequate and up-to-date information and reporting about the project's progress to the

members of the Joint Local Partner Committee (JLPC).

- Coordinate the intervention with other projects and institutions within and outside the Region.
- Ensure that annual and semi-annual consolidated work plans, budgets and reports are produced and quality checked and submitted in time to the JLPC, GoT (through DPP of MNRT) and BTC-Brussels (through the BTC-Dar Es Salaam Resident Representative).
- In collaboration with ITA, serve as secretary to the JLPC meetings.

Other duties:

- Liaise with other relevant national institutions and government agencies as required;
- Monitor expenditures (incl. book keeping) and the use of GoT contribution and assets;
- Supervise and coordinate, in collaboration with the Project Co-Manager, the PIU team and facilitate the availability and supervision of GoT staff;
- Any other function related to the project that may arise.

Qualifications and Experience

- Higher University degree in a Natural Resources Management related discipline.
- A minimum of 10 years professional experience in working with decentralized NRM and Local Government and government managed CBNRM projects.
- A minimum of 5 years professional experience in working with CBNRM projects and as a project manager, team leader, or coordinator in donor funded projects.
- A good team manager and communicator, skilled in capacity assessment, development of training packages and in building bottom-up capacity development.
- Skilled in participatory processes, LUP and 6 steps to CBNRM in a wide range of sectors, would be an additional asset.
- Positive and open attitude towards gender issues.
- Excellent oral and written communication skills in English.
- Experienced in co-management, in managing accounts, preparing reports, work plans and budgets, and reporting to Steering Committees.
- Knowledge of MS Windows, Word, Excel and PowerPoint.
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.

Duration and Duty Station:

58 months, located in the PIU office in Kigoma.

7.4.1.3 District Focal Point (DFP)

Overall responsibility

(NB. The role here is captured in a preliminary form and adaptation may be required in consultations with the Districts, based on the findings of the BLS and Inception Phase as it is perceived, to ensure satisfactory performance, the DFP will be 70% of time, occupied and dedicated to this project. The exact rules and role definition with the District Facilitation Team (DFT) and between this and the overall PIU will be also confirmed during the Inception Phase).

The DFP is appointed by the DED as the DED Representative for this project and therefore the DFP is the responsible person on behalf of the respective district, to coordinate and implement the project activities according to the agreed work plan, budgets and modalities. The DFP will be assisted by a District Technical Advisor (DTA) and will be responsible for engaging in project implementation, guiding the District Facilitation Team and collaborating with the NRM development partners in the district.

Main duties and responsibilities

- Under the District Executive Director (DED), the DFP is responsible for the correct and timely execution of the project's work plans at District level, in accordance with national policies, rules and procedures, and approved work plans and allocated budgets.
- In collaboration with the DTA, to ensure the monitoring, to prepare the annual and semi-annual reports and submit them in time to the Project Manager.
- Coordinate with NRM implementation partners in the district.
- Establish and maintain good working relationships with project beneficiaries, service providers, counterpart agencies, donors and other relevant organizations and government agencies in the district.
- In collaboration with the DTA identifies the need for services and capacity building at district and local level.
- Contribute to project planning and review through the participation in regular meetings of the District and Regional Stakeholders Meetings.

Qualifications and Experience

- A graduate in a NRM related discipline at a diploma level as a minimum education qualification.
- At least 5 years professional experience in NRM at the level of LGA.
- A senior officer or DNRO status of similar, mature, responsible and committed to CBNRM.
- Willing to work and travel extensively in the field.
- Experience with and adhering to participatory processes linked to LUP and CBNRM.

7.4.1.4 Village NRM Mentors

If considered effective and useful by the PM, the Village NRM Mentor will be selected by the community as a person of respect, a qualified or retired civil servant, teacher or like, who is committed to voluntary community work, willing to undergo training and become a conduit to channel knowledge and information to peers and to those providing NRM related services of the project.

Main Tasks

- To act as an information and knowledge facilitator between PIU and the community.
- To conduct CEPA campaigns in the village and schools about sustainable, wise use of NR.
- To assist in the PRA process of O&OD to assist community engagement in VDP.
- To assist in the VLUM to complete the LUP process and guide its implementation.
- To assist CBNRM organizations (i.e. VNRC, BMU, WMA, PFM, etc.) through the process of securing user rights and subsequent operations.
- To assist on activities of the project related to development of techno-economic packages, the value chain development,

- Feedback to PIU information and express any community doubts, questions or requirements for solutions, reporting NRM conflicts and receive periodical training so as to bring back answers and impart these to the community groups.

Qualifications and experience

- A school graduate (Standard 8) (e.g. teacher or civil service).
- A good communicator
- Able to read and write, preferably in English and Swahili.
- A volunteer community worker, dedicated to help others.
- Able to use a SMART phone.
- Willingness to attend regular training sessions.
- Willingness to dedicate full term as mentor.

Duration and Duty Station:

Duration depending of start of program (maximum 4 years) and located in home village in the project selected landscape.

7.4.2 Internationally Recruited Technical Advisor (ITA)

7.4.2.1 Project Co-Manager and Advisor on Natural Resource Management and Local Economic Development (NRM&LED-ITA)

Overall responsibility:

Under the BTC representative, the internationally recruited Technical Advisor (NRM&LED-ITA) represents BTC and is responsible to provide the Project Manager and the PIU team of the project with technical and strategic guidance and advise. In addition the Project Co-Manager is supervising, coordinating and guiding the staff of the Project Implementation Unit (PIU) and work executed through contracted service providers or in partnership with other partners. Jointly with the Project Manager, the Project Co-manager is responsible for the coordination and outcome of the project. As Technical Advisor, he/she has the task of contributing to attainment of the specific objective of the service being provided, as stipulated by the project document (TFF, agreement or contract).

Main Duties and Responsibilities

- Support the Project Manager in ensuring proper planning, monitoring and implementation of the project to ensure that the activities are executed in accordance with the TFF, approved annual work plans and budgets;
- Represent BTC in relation to project planning, budgeting, implementation and reporting.
- Ensure the execution of the management and finance duties as described in the TFF;
- Ensure the implementation of a M&E evidence based learning framework and process, which is oriented toward achieving results rather than only monitoring activities;
- Ensure the strategic, operational and implementation steering of the project;
- Ensure proper financial management of the project;
- In collaboration with the Project Manager, provide adequate and up-to-date information about the project's progress to the members of the Joint Local Partner Committee (JLPC);
- In collaboration with the Project Manager, ensure that annual and semi-annual consolidated

budgets, work plans and reports are produced and submitted in time to the JLPC, GoT (through the NPC in MNRT) and BTC-Brussels (through the BTC-Dar es Salaam Resident Representative);

- In collaboration with the Project Manager, serve as secretary to the JLPC meetings;
- Monitor expenditures (including bookkeeping) and use of BTC contribution and assets in line with PIM;
- Ensure the availability and supervision of BTC staff and application of PIM;
- Give, in collaboration with the PM, guidance to the NTAs in charge of assisting the DFT at their level, assisting to maintain quality, in consolidating their work plans, budgets and reporting as per AFM Manual.
- Liaise with other relevant national institutions for information sharing, lessons learnt and sharing of toolboxes and relevant techno-economic packages and CEPA materials;
- In collaboration with the Project Manager, plan and coordinate the intervention with NRM development partners Develop TOR, tender documents and openly advertise and evaluate proposals for Service Provider contracts, and monitor contract performance and quality, supervise the grant contracts with the project's Implementation Partners;
- Oversee the quality control of the project's monitoring and evaluation system;
- Make sure the crosscutting themes of the Belgian Cooperation are taken into account as described in the TFF, with special attention for gender and aids & HIV..
- Ensure that capacity assessments are undertaken and that training programs and skill development are put into place for both PIU, LGA, NGO and private sector partners.
- Ensure coordination and supervision of BTC employed staff of the PIU at district level.
- Any other function related to the project that may arise.

Qualifications and Experience

- Higher University degree in Natural Resources Management, Rural Economics or related discipline .
- A minimum of 15 years professional experience , of which at least 5 years with CBNRM, landscape or ecosystem approach and Local Economic Development .
- A minimum of 10 years professional experience as a project manager, team leader and/or coordinator Proven expertise in the development and implementation of projects on NRM and LED, preferably in East Africa and in particular Tanzanian experience will be an asset.
- Proven expertise in institutional strengthening and capacity building at local government level and of CBNRM institutions
- Proven experience with financial management of donor funded projects.
- A good communicator, skilled in capacity assessment and capacity development and facilitating multi-stakeholder processes, .
- Skilled in participatory processes, and experience with LUP and 6 steps to CBNRM in a wide range of sectors, would be an additional asset.
- Positive and open attitude towards gender issues. Experience with project management of projects with an important gender component will be an asset
- An excellent and inspiring team manager

- Excellent oral and written communication skills in English, some knowledge of Swahili would be an asset.
- Experienced in co-management, in managing accounts, preparing reports, work plans and budgets, and reporting to Steering Committees.
- Knowledge of MS Windows, Word, Excel and PowerPoint.
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.

Duration and Duty Station:

58 months located in Kigoma.

7.4.3 Nationally Recruited Technical Advisors (NTA).

7.4.3.1 Advisor for Planning, Monitoring and Evaluation (M&E-NTA)

Basic Functions

Under the leadership of the Project manager and project Co-manager, the NTA is responsible for assisting the project management in Effective Planning and ensure the implementation of the Monitoring & Evaluation program as a learning framework and process for achieving results.

Main Duties and Responsibilities

- Support the Project Management in planning, budgeting, reporting, monitoring and accounting of the project activities
- Assist in the implementation of the M&E evidence based learning framework
- Guide on execution performance so as to target to achieve results in accordance with the TFF, approved annual work plans and budgets the AFM Manual and BTC PIM and EA.
- Give guidance in the monitoring of progress and the implementation of the established monitoring Plan during the Baseline phase.
- Ensure the process of an effective and participatory M&E system based on the developed monitoring matrix during the start of the project (Baseline);
- Implement a M&E evidence based learning framework and process based on Tanzanian and BTC procedures, which is oriented toward achieving results rather than monitoring activities;
- Guide the regular sharing of the outputs of M&E findings with PIU team members, partners, stakeholders and beneficiaries;
- Give tools and assistance to the project for strategic steering and operational steering.
- Support the capacity building for the establishment of operational plans, and work plans at PIU level and district level;
- Give assistance for the financial management support to the set-up of proper procedure to the projects for budget preparation, monitoring and follow, financial planning and reporting, audit recommendations and treasury management.
- Give guidance to the nationally recruited District Technical Assistants (DTA) who have been assigned to assist the District Facilitation Teams and DFPs at their level, guide and facilitate them in assisting to maintain quality in monitoring activities at district level, accounting, reporting, budgets and work plans as per AFM Manual.

- Plan and coordinate any financial and administrative intervention as directed by JLPC.
- Ensure that annual and semi-annual consolidated budgets, work plans and reports are produced as per requirement, and quality checked, and submitted in time to the JLPC, GoT (through DPP of MNRT) and BTC-Brussels (through the BTC-Dar Es Salaam Resident Representative).
- Ensure that capacity assessments are undertaken and that training programs and skill development are put into place for administration and financial management both of PIU and LGA, including CBO capacity to develop and manage their own business plans.
- Assist the Project Management to develop TOR and tender documents and assist to evaluate financial proposals for Service Provider contracts, and monitor contract performance and accounting quality.

Other Duties

- Liaise with other relevant national institutions and sharing of planning and monitoring instruments and results , AFM toolboxes and contribute to tailor make the PMO-RALG AFM Manual for PFM and SWMP as a relevant tool for this project and building capacity for its use;
- Any other function related to the project that may arise.

Qualifications and Experience

- A degree in Economics, Administration and Financial Management or a related discipline.
- A minimum of 8 years professional experience in planning, monitoring & evaluation and in financial management linked to development funded projects and working with Local Government and decentralized planning.
- Proven expertise in the development and implementation and reporting of programs of monitoring and result based performance management, experience with especially programs focused on CBNRM would be an asset.
- Experiences working with designing monitoring and evaluation strategies and systems in donor funded projects, experience with CBNRM or similar programs and with LGA planning would be an asset;
- Experience of conducting primary qualitative and quantitative research
- Experience with management of different sources of data and multiple indicators
- Experience of data base usage, processing and analysis of quantitative and qualitative data sets,
- Experience with working in rural areas with focus on participatory processes
- Excellent communication/interactive skills
- Capacity to produce and coordinate production of AFM reports, work plans and budgets.
- Excellent oral and written communication skills in English,
- Knowledge of MS Windows, Word, Excel and PowerPoint .
- Willing and able to be based permanently in the region and travelling regularly to the districts

Duration and Duty Station:

56 months, located in Kigoma.

7.4.3.2 Gender and Governance Advisor (Gen-Gov NTA).

Overall responsibility

Under the leadership of the Project Manager and the Co-Manager of the project, the NTA is responsible to develop the project's thematic strategy in gender and governance. The advisor has to formulate, implement, monitor and evaluate activities on the thematic areas of governance and gender. It includes also the capacity development and awareness making to PIU, staff of the district and region and service providers on the issues related to gender and governance.

Main duties and responsibilities

- Enhance gender mainstreaming in all program activities in all program activities in collaboration with officers of PIU, region, district and other implementing partners and service providers;
- Together with other members of the PIU, the RFT, the DFT and DTA and other implementing partners, the NTA ensures the effective participation of the villagers with special attention to women in other vulnerable groups in the activities linked to LUP and CBO formation;
- Ensure that gender and governance aspects are taken care for in the manuals and toolkits developed by the project;
- Ensure capacity building in the areas of governance and gender for project and staff of LGA;
- Organize good governance and business management training for CBOs and those involved in enterprise development related to the project
- Ensure for their thematic area that capacity assessments are undertaken and that training programs and skill development are put into place for both PIU, LGA, NGO and private sector partners.
- Together with other members of the PIU, the RFT, the DFT and DTA and other implementing partners, the NTA ensures that for their thematic area, provision is made in work plans and budgets, with proper monitoring, annual and semi-annual physical and financial reports, are prepared and submitted in time to the National Project Coordinator.
- Coordinate with local NRM implementation partners (ie NGOs and private sector) and supervise locally Execution Agreements in their thematic area.
- Establish and maintain good working relationships with project participants, counterpart agencies, donors and other relevant organizations and government agencies in the districts, trading lessons learnt, toolkits, etc in their thematic area.
- Share information about their thematic area of the project with other organizations and agencies as needed.
- Liaises and co-ordinates project activities in their thematic area with other relevant technical assistance projects.
- Together with the DFP and DTA, identify the need for specialist studies in their thematic area, propose consultancy terms of reference and supervise fieldwork and report preparation.
- Reports quarterly to the PM.

Other Duties:

- Participate in and contribute to bi-annual stakeholder meetings at landscape, district and regional level, guiding project planning, budgeting and reporting session that conform with the thematic strategy.

Qualifications and experience:

- A graduate in governance or gender and development, or related discipline.
- A minimum of 8 years professional experience, of which at least 5 years with NGOs.
- A minimum of 5 years professional experience in gender, governance and experience with CBNRM and microfinance organizations is an asset .
- Excellent oral and written communication skills in Kiswahili and English.
- Knowledge of MS Windows, Word, Excel, PowerPoint .
- Willing and able to be based permanently in the region, travel extensively with extended stays in remote and rural locations.
- Able to adapt to circumstances to communicate with the rural communities,
- Extensive experience with participatory process, especially to ensure gender balanced perspectives. Experience with VLUP and 6 steps to CBNRM is an asset.

Duration and Duty Station:

48 months located in Kigoma.

7.4.3.3 Village Land Use Planning and GIS Advisor (VLUP-GIS NTA)**Basic functions**

Under the leadership of the Project Manager and Co-Manager, the NTA is responsible to develop the project's thematic strategy in LUP and remote sensing, and contributes to the production of associated CEPA materials, manuals, toolkits and training programs vv Land Use Planning and CBNRM, and guide its implementation and capacity building at all levels. The TA has a key role in assisting project implementation through the RFP, District Facilitation Team and Implementation Partners (NGO, private sector, etc) in the districts and provide backstopping to the DTA's as required in their thematic specialist areas to achieve the projects objectives.

Main duties and responsibilities

- The NTA is responsible for the correct and timely execution of their specialist thematic area of the project's work plans in the region.
- The NTA provides advice and guidance to all regional and district DFT staff and service providers involved in the execution of project activities in accordance with NRM and their specialist thematic policies, plans and procedures, the Execution Agreement, and approved work plans and cost estimates using participatory, adaptive management procedures.
- Develop in collaboration with all relevant stakeholders a strategy and adapted guidelines for the implementation of the VLUP for the selected landscapes, in which special attention is taken for a focus on NRM, effective participation of different users and women, and that the process of VLUP contributes to capacity building and empowering of the village community;
- Assess, jointly with colleagues of the district and PIU, the quality of the VLUP so far undertaken in the districts with special emphasis on the villages of the selected landscapes and make proposals for a tailor made plan for the finalization of the VLUP and the linked capacity building of the community, to be considered to be included in the DDP;
- In collaboration with the Project Management, assess the need for involving service providers for the execution of VLUP and propose and elaborate the modalities for a service contract;

- Supports the initiation and execution of the VLUP ensuring full and effective participation of the different users groups in particular the participation of women;
- Facilitate the process of registration of the VLUP
- Analyze for the different villages also the demand, need and possibilities for obtaining CCROs;
- Ensure for their thematic area that capacity assessments are undertaken and that training programs and skill development are put into place for both PIU, LGA, NGO and private sector partners on the quality of the VLUP
- Together with other members of the PIU, the DFT and DTA and other implementing partners, the NTA ensures that for their thematic area, provision is made in work plans and budgets, with proper monitoring, annual and semi-annual physical and financial reports, are prepared and submitted in time to the Project Management.
- Establish and maintain good working relationships with project participants, counterpart agencies, donors and other relevant organizations and government agencies in the districts, trading lessons learnt, toolkits, etc. in their thematic area.
- Share information about their thematic area of the project with other organizations and agencies as needed.
- Liaises and co-ordinates project activities in their thematic area with other relevant technical assistance projects.
- Together with the DFP and DTA, identify the need for specialist studies in their thematic area and propose terms of reference for them. and supervise fieldwork and report preparation.
- Reports quarterly to the Project Management.

Other Duties

- Participate in the DDP planning cycle, guide the DFT and verify that the District project work plans and budgets conform by including topics vv the NTA's thematic area.
- Participate in and contribute to bi-annual stakeholder meetings at landscape, district and regional level, guiding project planning, budgeting and reporting session that conform with the thematic strategy.

Qualifications and experience

- A University graduate planner, with qualifications in land use planning, with some NRM related discipline.
- A minimum of 10 years professional experience, preferably in CBNRM related projects.
- A minimum of 5 years professional experience in VLUP and O&OD and working with LGA organizations with proven skills for the participatory process linked to VLUP.
- familiar with participatory process, O&OD, LUP and 6 steps to CBNRM, especially to ensure women participation in decision making on LUP;
- Knowledge of and proven skills in application of GIS mapping in VLUP.
- Knowledge and proven experience with procedures in VLUP .
- Excellent oral and written communication skills in Kiswahili and English.
- Knowledge of MS Windows, Word, Excel, PowerPoint and publisher.
- Willing and able to be based permanently in the region, travel extensively with extended stays in

remote and rural locations.

- Able to adapt to circumstances to communicate with the rural communities,

Duration and Duty Station:

- 36 months located in Kigoma.

7.4.3.4 Communication, Education and Public Awareness Advisor (CEPA-NTA)

Overall responsibility:

Under the leadership of the Project Manager and Co-Manager, the NTA is responsible to develop the project's thematic CEPA strategy, associated CEPA materials, manuals, toolkits and training programs vv CEPA and CBNRM, and guide its implementation and capacity building at all levels.

Main duties and responsibilities:

- The NTA is responsible for the correct and timely execution of their specialist thematic area of the project's work plans in the region.
- design, implement, coordinate, monitor and evaluate the communication, education and public awareness program (CEPA) for the project activities;
- Ensure for their thematic area that capacity assessments are undertaken and that training programs and skill development are put into place for both PIU, LGA, NGO and private sector partners.
- Ensure, together with other members of the PIU, the DFT and a other implementing partners, the CEPA activities contribute to:
 - create common interest among stakeholders for sustainable NRM
 - provide means for developing networks, partnerships, and knowledge management
 - provide ways to manage processes of multi-stakeholder dialogue and
 - stimulate and support action learning or action research as a means to learn reflectively from experience,
- develop instruments for the information exchange between stakeholders and promotion of participatory dialogue;
- Develop communication strategies which facilitate the participation for enhancing the participants involvement in planning of NRM programs and support stakeholders to engage in decision-making;
- Develop and provide tools for sharing knowledge and experience from practice to decision makers and policy makers;
- Develop communication channels for making information of laws, regulations, procedures etc. understandable for user groups and villagers;
- Make effective use of available mass media for information transfer, public awareness campaigns and education;
- Share information about their thematic area of the project with other organizations and agencies as needed and for lobbying;
- Liaises and co-ordinates project activities in their thematic area with other relevant technical assistance projects;

- Reports quarterly to the Project Management.

Other Duties:

- Support the project in effective communication of and lobbying for the project results and interests.

Qualifications and experience:

- A graduate in CEPA, mass media or publishing.
- A minimum of 8 years professional experience with CEPA, of which preferably 3 years with CBNRM related CEPA programs;
- Knowledge of and proven skills in developing CEPA strategies, campaigns and materials within different settings and focus from emphasis on CBOs but also on policymakers and decision makers.
- Excellent oral and written communication skills in Kiswahili and English.
- Knowledge of IT, MS Windows, Word, Excel, PowerPoint and publisher and use media.
- Willing and able to be based permanently in the region and travel to remote and rural locations.
- Able to adapt to circumstances to communicate with the rural communities, familiar with participatory process, O&OD, LUP and 6 steps to CBNRM, especially to ensure NRM balanced perspectives.

Duration and Duty Station:

48 months and located in the PIU office in Kigoma.

7.4.3.5 District Technical Advisor (DTA)

Overall responsibility:

Under the leadership of the Project Manager and Co-Manager, the DTA has a key role in assisting project implementation through the District Facilitation Team and/or any NRM Implementation Partner in the assigned districts. This in close collaboration with the District Focal Point (DFP) for project planning, implementation and reporting at district level in close collaboration with the District administrative structure.

Main duties and responsibilities:

- The DTA is an associate member of the PIU and is under the BTC Resident Representative (Represented by the PROJECT Co-manager). The DTA is , together with the District Executive Officer (DED), of the allocated districts, responsible for the planning, coordination, implementation and monitoring of the project activities according the agreed work plan, budget and modalities.
- The DTA provides advice and guidance to all DFT members and service providers involved in the execution of project activities in accordance with District policies, plans and procedures, the Execution Agreement, approved work plans and allocated funds.
- Ensure relevant issues for quality management including governance, gender and CEPA are mainstreamed in all district project plans and reported accordingly.
- DTA will receive advice and directions from PIU on technical, financial and administrative matters as agreed by PIU.
- Take the lead in developing and implementing a project monitoring and evaluation plan.
- Together with the DFP, the DTA ensure that annual and semi-annual operational and financial reports, are prepared and submitted in time to the PIU

- Coordinate with local NRM implementation partners (ie NGOs and private sector) and supervise locally Execution Agreements.
- Establish and maintain good working relationships with project participants, counterpart agencies, donors and other relevant organizations and government agencies in the districts, trading lessons learnt, toolkits, etc.
- Share information about the project with other organizations and agencies as needed. Liaises and co-ordinates project activities with other relevant technical assistance projects.
- Together with the DFP identify the need for specialist studies, propose consultancy terms of reference for submission to PIU and supervise fieldwork and report preparation.
- Reports quarterly to the Project management.

Other Duties:

- Guide the DFT and verify that the District project work plans and budgets conform with the given criteria, budget ceilings and JLPC directives and are in line with DDPs.
- Be responsible for the correct use and accounting of the expenditures paid from the Belgian contributions to the individuals accounts and jointly with the DFP to the districts accounts.
- Participate in and contribute to bi-annual stakeholder meetings at landscape, district and regional level, guiding project planning, budgeting and reporting session conform with AFM Manual and PIM.
- Co-sign, when required, the project expenditure with the concerned district.

Qualifications and experience:

- A graduate in a Natural Resources Management related discipline.
- A minimum of 5 years professional experience, preferably in CBNRM projects.
- A minimum of 3 years professional experience in NGO or microfinance organizations or other economic development organizations, is preferred.
- Knowledge of DPs- GoT project and LGA procedures would be a distinct advantage.
- Excellent oral and written communication skills in Kiswahili and English.
- Knowledge of MS Windows, Word, Excel, PowerPoint and accounting.
- Willing and able to be based permanently in the district, travel extensively with extended stays in remote and rural locations.
- familiar with O&OD, LUP and 6 steps to CBNRM.
- Able to adapt to circumstances and communicate well with the rural communities.

Duration and Duty Station:

54 months located in the set aside office within an LGA in one of 3 locations serving at least 2 districts: Kibondo/Kakonko, Kasulu/Buhugwe and Uzinza/Ujiji/Kigoma.

7.4.3.6 Administration and Financial Officer (AFO-NTA)

The AFO NTA under the leadership of the Project Manager and Project Co-Manager is responsible for the correct and timely execution of a variety of finance-related tasks not exclusively limited to those limited below. This includes working under the direct supervision of the BTC representation for all “BTC own managed“ related expenses; and of both BTC representation and National Project

Coordinator for all “co-management” related expenses (if relevant) and is to contribute to the attainment of the project objectives in line with the TFF, related agreements and PIM.

Major Tasks:

1. *Responsible for financial administration and procedures:*

- Control all financial administration issues, solves problems, helps improve financial administration by developing tools (eg AFM Manual), checks quality, points out and corrects errors and problems, reports any major problem to the co-concerned and seeks advice from the BTC Finance Controller, when necessary.
- Ensure a correct, smooth and efficient organization of the financial administration.
- Provide hands-on support and assistance to District administration in planning and accounting resources of the Project in co-management.
- Organize regular meetings with financial and administrative staff, and ensure good communication, information and cooperation within the financial administration team.
- Supervise compliance with legal and administrative procedures and guidelines; this implies he studies, checks and reinforces financial guidelines and procedures of the Belgian Technical Co-operation and Ministry of Finance (for Regie) (ie PIM) in addition to the Tanzanian regulations (for co-management), including the Specific Agreement, Execution Agreement, the TFF, the BTC quality handbook and any guidelines provided from Brussels or Tanzanian legal texts (eg AFM Manual).
- Ensure all instructions received from the representation or BTC headquarters are correctly applied and followed and that the requests are met within these deadlines.
- Update guidelines and system of all types of payments in the project, especially oversee that allowances conforms to the PIM.
- Update Administrative and Financial Management (AFM) Manual, and ensure communication of new procedures to all administration and finance staff involved (ie ministry, PIU, region, district, etc). Liaise with PMO-RALG and Hombolo LGA College organize capacity assessment and appropriate capacity development of region and districts.
- Guide on tender process and monitor contract financial performance with respect to quality deliverables of service providers, consultancies and the like.
- Monitor and manage all procurement as per BTC procedures.

2. *Financial activity reporting*

- Final responsibility for timely production of financial statements; provide guidance and supervision to the accountant who produces these statements.
- Produce financial reports whenever requested following format lay out (e.g. for steering committees), or develops customized formats for ad hoc reports (in excel).
- Make electronic back-up of final versions of financial reports.
- Provide support to project partners for financial reporting.

3. *Budgeting and financial planning*

- Follow up and update of budget, comparing budget and planning with actual expenses, providing monthly overview of budget balance to co-management and technical teams.
- Financial short-and long term planning: overall, yearly and quarterly (in co-operation with co-

management and technical teams); monthly and weekly, in co-operation with accountant.

- Overall management of bank and cash accounts, making cash calls on basis of the financial planning.
- Provide support to district and partners in financial planning, training hands on as needed.

4. *Auditing, monitoring, consulting, training.*

- Audit and analyze project expenses monthly, report any inconsistencies or irregularities.
- Control supporting accounting documents on quality and completeness, and follow up on corrections by the accountant.
- Consult and monitor financial issues related to technical project components (e.g. transfer of scholarship funds, accountability of beneficiaries and institutions)
- Prepare and provide training on financial management for stakeholders, attend Regional Stakeholders Meetings to guide on QA of budgets and financial reports, screening documents and correcting inconsistencies before presentation to JLPC.
- Preparing and assisting internal and/or external financial audit missions.
- Any other tasks reasonably requested

Qualifications and experience:

- University degree in finance, business administration or business economics.
- Minimum 10 years of experience in financial management and project administration, and experience with BTC procedures an advantage.
- Management experience, and experience with an international organization or NGO, 5 years minimum;
- Very good hands-on knowledge of Excel and Word is a must. Other accounting programs (Database, accounting programs) a strong advantage;
- Proficient in English and Swahili with good translation skills;
- Mature, good communicator and team player;
- Able to work under stressful conditions and not objecting to overtime and field missions.

Duration and Duty Station:

57 months and located in the PIU office in Kigoma.

7.4.3.7 Project Accountant (Act-NTA)

The Project Accountant under the leadership of the Project Manager and Project Co-Manager, is responsible for a variety of finance-related tasks not exclusively limited to the ones listed below, and works under direct supervision of the Project Co-Manager, assisted by the Secretary, on a needs basis. The Accountant is responsible to support the administrative and financial functions of the project both at PIU and in the Districts. Some of these functions are expected to be delivered in co-management system through the District Councils. Some other resources (Own_management) will be disbursed according to BTC procedures. The Accountant has the overall responsibility of ensuring compliance with administrative and financial procedures applicable to both channels.

Functional relationships

The Project Accountant works in a matrix management arrangement supporting also PIU and the work

and functions at District level of the BTC DTA and the DFP/District Project Coordinator of each District.

Major tasks

1. *Banking & cheque and cash management*

- Prepare, register and keep cheques.
- Ensures all invoices from external parties (contractors, suppliers, etc) are paid in due time, by bank transfer, cheque or cash and arrange those documents by date, preparing bank transfer and cheque documents. And manage pipeline payment to external parties.
- Check and approve document requested by the AFM Advisor
- Attend and record all bank transactions, maintain bank accounts, ensure monthly bank statements and account overviews.
- Final responsibility for the cash management.
- Ensure liquidation of any internal advances and update advance outstanding by the end of each month and report to AFM Advisor.
- Responsible for sound cash planning & cash withdrawals, so as to avoid cash shortages or large amounts cash in safe (security issue).
- Updates fixed asset register, follow up consultancies, contractor contract, procurements and stock of stationary.

2. *Financial activity reporting*

- Record all project expenses properly financial reports, following BTC guidelines and within the deadlines the latest 15th of the following month.
- Produce financial information statements for control by PIU (ie NPC, NRM&LED-ITA, AFM advisor), and make all necessary corrections and all preparations for the monthly closing of the accounting.
- Supervise daily entry of expenses in the cashbook.
- Produce financial statements for control by AFM, make all necessary corrections and make all preparations for the monthly closing of the accounting.
- Check and control to ensure quality and completeness of justification and supporting accounting documents of all expenses following guidelines.
- Ensure accounting coding and budgeting lines are corrects: this includes verification of financial reports, expenses and supporting documents.
- Keep track of accounting data by putting reference as GT and AT on the specific documents on the monthly basic.
- Ensure monthly balance of financial statements/Cashbooks/Cashboxes and bank statements are the same, and responsible for completion and approval of reconciliation statements if any.
- Responsible for transparent and consistent filing of all accounting, banking and cash management documents.
- Organize that copy of all supporting Bank documents and check cash document copy by cashier, before sending to the AFM Advisor on a monthly basis.

3. Financial Administration

- Check to ensure correct application of allowances as per BTC PIM rules.
- Assist AFM Advisor with a variety of tasks: e.g. cost calculations, filing finance-related documents, monthly and weekly financial planning, managing pipeline payments...etc.

4. Budgeting and financial planning

- Provides all necessary accounting data and information to the AFM Advisor, for him to be able to follow up on budget and planning.
- Assist AFM Advisor in the elaboration of reports, budgets or plans, and preparations for JLPC.
- Conduct internal audits as may be required from time to time.
- Check and approve documents requested by the AFM.
- Ensure compliance to BTC and project specific procedures for the accounting of OWN FUNDS (REGIE FUNDS) disbursed to support project activities in the Districts
- Check and control to ensure quality and completeness of justification and supporting accounting documentation.

5. District Support

- To liaise with the District Councils (District Treasurer -DT and District Planning Officer -DPO) and ensure that annual (quarterly) activities plans are incorporated in PLANREP system of the respective District Councils.
- To liaise with the DFA and ensure that the approved project specific activity plans of the Councils are financed as planned.
- To follow-up with the DT once the funds are remitted from the BTC Head Office (Dar es Salaam or Kigoma) and ensure that an official receipt is issued.
- Liaise with the DT to ensure that there is a monthly expenditure report (printed from EPICOR) and supported by copies of the payment vouchers. Approved monthly expenditure (by DT plus BTC DTA) to be sent to AFM for further processing in BTC FIT system.
- To liaise with the District Councils and ensure proper storage and archiving of all the accountancy documents in accordance with the modalities agreed for project related expenditure, to ensure that the same will be accessible for audits and other backstopping missions.
- To provide logistical support (financial and materials) to the District Technical Advisor in the execution of the project work plan
- Assist the District Councils to execute activities as outline in the Execution Agreements.
- Liaise and harmonize activities with the District's Internal Auditor on regular basis in ensuring that risks encountered are mitigated accordingly.

6. Any other tasks reasonably requested

Qualifications and experience

- Degree holder and certified Public Accountant or equivalent;
- Minimum 5 years of experience accounting and project administration;
- Experience with an international organization or NGO;
- Very good hands-on knowledge of Excel and Word is a must. Other accounting programs

(Database, accounting programs) a strong advantage;

- Proficient in English and Swahili translation;
- Mature, good communicator and team player;
- Able to work under stressful conditions and not objecting to overtime and field missions.

Duration and Duty Station:

57 months and located in the PIU office in Kigoma.

7.4.3.8 Administrative Assistant-Secretary (Sec-NTA)

The Secretary or Administrative Assistant is responsible for a variety of office administration-related tasks to ensure smooth operations of the project, not exclusively limited to the ones listed below, and works under direct supervision of the under the leadership of the Project Manager and Project Co-Manager. She/he is responsible for providing administrative assistance in general project implementation and management and day-to-day liaison with counterparts. Provide comprehensive secretarial and administrative support to the Project Implementation Unit, including drafting correspondence, taking of minutes, arranging for the processing of government clearances, making travel arrangements and related tasks.

Major Tasks

Administrative Assistance

- Liaise with AFM on financial and administrative matters and ensure that all administrative and financial transactions are properly carried out according to the requirements of BTC and GOT.
- Manage any security guards, ensure someone is always on duty.
- Monitor vehicle movement, keep a daily log of fleet where-a-bouts.
- Maintain a service log of vehicles and office equipment, and ensure regular servicing.
- Maintain a log of vehicle and asset insurance policies, and ensure premiums are paid on time.

Office management

- Be responsible for day-to-day project correspondence, information sharing and filing ensuring that appropriate follow-up actions are taken. Prepare an office register and keep a record of all correspondence, files and documents
- Ensures all incoming communication is shared with management in due time and manage a pipeline to ensure timely responses to external parties, keeping in particular the PIU and DTA informed.
- Assist in preparing evaluation reports, annual project reports, and update projects files.
- Prepare all documentation for contract issuance.
- Assist in the preparation of workshops and conference facilities and prepare documentations
- Assist in preparation of experts missions to regions and districts, render logistic support.
- Collect and analyses data, prepare and update briefs, records and other documents on project implementation and response.
- Provide inputs for publication materials and collect information related to the Project.
- Liaise with project counterparts on day-to-day implementation of project activities.

- Perform other duties as determined by the PM.
- Ensure protocols are followed when communicating between PIU, ministry, regions and districts.
- Check all outgoing documents are approved and signed by management before issuance.
- Attend and record all PIU internal coordination meetings, preparing minutes and circulate to members in an action plan format for follow-up.
- Final responsibility for the document quality and printing in preparation for JPLC.
- Maintain an office fixed asset register and stock of stationary.
- Manage the office IT equipment and photocopier, ensure regular servicing and maintenance.
- In charge of office security, maintaining the office when management is travelling.

Activity reporting

- Record all incoming plans, budgets and reports from districts and regions and assist in compiling and filling so that they remain in good order, in sequence and easily accessible when needed.
- Assist to help consolidate reports, when needed, especially for Regional Stakeholder Meetings and JPLC.
- Assist to type out any documents, reports, as may be needed, camera ready for publication.
- Check and control to ensure quality and completeness of and CEPA materials, project publications, etc before printing, provide editorial inputs on quality control and layout design.
- Any other tasks reasonably requested

Qualifications and experience

- College certified Administrative Assistant with secretarial skills;
- Minimum 5 years of experience in project administration assistance;
- Experience with an international organization or NGO;
- Very good hands-on knowledge of IT, especially Excel, Word, power point and publisher is a must.
- Proficient in English and Swahili translation;
- Mature, good communicator and team player;
- Able to work under stressful conditions and not objecting to overtime and field missions.

Duration and Duty Station:

57 months and located in the PIU office in Kigoma.

7.4.3.9 Project Driver(s)

Under the overall responsibility of the Project Manager and Project Co-Manager and under day-to-day by the assigned vehicle responsible, duties shall mainly consist of:

Major Tasks

- Safe driving, respecting rule of the road avoiding unnecessary risks, speeding, etc.
- Maintaining the project vehicle at all times.
- Ensuring proper security of the vehicle both while on missions and town running.
- Timely reporting of all maintenance and service requirements.

- Maintaining the vehicle log book as per project and BTC procedures.
- Maintaining cleanliness of the vehicle at all times.
- Ensuring vehicles are utilized for project activities only (No private use is permitted as per PIM).
- Following parts service and replacement regulations and timely reports on all replacements and maintenance/service requirements.
- Operate the vehicle in safe and prudent manner and carry out regular inspections.
- Fuel control and ensuring that all journeys/missions have prior approval of project management and log book is signed for each journey.
- Performing minor vehicle repairs, as and when needed.
- Making sure various field equipment, including camping equipment, stays in good working order.
- Ensuring that the vehicle has valid insurance and other relevant documents .
- Collecting and delivering documents/parcels as directed.
- Assisting with minor office duties when need arise.
- Other duties as reasonably requested by the immediate supervisor.

Qualifications and experience

- A driving license, valid and clean driving record.
- At least 7 years of experience in driving a 4WD vehicle for a large company, NGO or development project.
- Sober habits, meticulous in keeping records and sincere, committed to late hours of duty travel as required.

Duration and Duty Station:

Duration to be determined by the PM located in the PIU office in Kigoma and 1 each located in the shared LGA office in one of 3 locations serving 2 or more districts: Kibondo/Kakonko, Kasulu/Buhugwe and Uzinza/Ujiji/Kigoma.

7.5 ToR Inception Phase

At the start of the project the following activities should be arranged at an early stage:

The objective of the Inception Phase is:

- To verify if there are any changes in the project context which may effect the success of the project and require therefore changes in the intervention framework (LFA) and/or implementation modalities as stipulated in the TFF;
- To execute a baseline study which will result in a sound coherent theory of change (ToC) basis for the analysis of the validity of the log frame (LFA) which will decide any adjustment in the project implementation and
- Upgrade the Socio-economic study done at formulation, update the situation analysis that will serve as a baseline reference framework for the monitoring and evaluation of the project.

The baseline study (BLS) will be executed according the guidelines for the execution of baseline study of BTC (Q platform/rules/guidelines) and on the base of the TFF of the project (See TORs below).

Specific attention should be given to analyse and assess the following issues:

- Inventory and assessment of the present/existing NRM based livelihood activities in the districts and identify economic potential NRM&LED based livelihood activities, guiding the situation analysis to identify landscapes;
- Assess clear the position of women in existing activities and the factors that influence their role and benefit. Identify activities which have the potential to empower women
- Identify opportunities for the mainstreaming of HIV & AIDS (in alignment with the National Multi-Sectoral Strategic Framework for HIV & AIDS 2013/14 – 2017/18) and for ensuring compliance with the HIV and AIDS Prevention and Control Act 2008
- Assessment of the state of establishment of CBNRM institutions, their capacity and an assessment of their capacity building needs, list the LUP, VFR, WMA, BMU, etc that are underway or completed;
- Select in each of the districts, with the participation of concerned stakeholders, the 'priority intervention landscape sites' for the indicated NRM sectors based on the criteria for assessment given in the TFF, notably the extent of the natural resources, the importance of NR to LED, the visible pressures, the status of CBNRM institutions, the identified economic potential for micro-investments in livelihood NRM activities and the capacity of the LGA to support project activities;
- Analyse if the project area for intervention should focus only on the landscape core areas or can extend its activities to the other areas of the districts that have an impact on the NRM (le limit the approach to a phased approach, but establish opportunities for future outreach);
- Elaborate for each district a plan for the implementation based on the framework provided in the TFF and the results of the baseline survey which is feasible and realistic given the available resources and capacity, adopt at first a phased approach of 2 district/landscape building up to at least 1 landscape per district;
- Identify the activities in which can be collaborated with other NRM development partners (such as JGI, FZS, CARE, Concern, etc) and propose the modalities for cooperation;
- Define realistic targets for the results to be achieved for each district with SMART indicators which allow precise M&E;
- Assess the M&E capacities instruments and policies used by the Districts, regions and central agencies in relation to the NRM and D*D processes and policies in general and more specific for the intended project interventions and their capacity building needs for M&E;
- Assess the specific NR governance capacities and capacity building needs for the governance of wildlife resources, forest resources, inland fisheries, land use planning and water management;
- Reassess the risks and the external factors/assumptions for the project mentioned in the TFF and identified during the baseline study and if necessary adapt project results.
- Analyse and based no outcome of baseline study adapt the Logical Framework where necessary on and indicators, and develop a roll-out plan.

The baseline study will be executed during the inception phase preferably after the NPC, DFP and TA's are recruited. Participation of the project involved and other key persons/stakeholders to the baseline study is advised for reasons of efficiency and 'ownership'.

Support will be given by BTC for elaborating final ToR of the Inception Phase and a backstopping mission.

TOR for Baseline Study

1.1. Objectives and approach of the Baseline study.

This is a consultancy assignment which has the following four objectives:

- To enable the project to validate the project strategy as captured in the TFF, by producing an updated review of the context since the project formulation and a Theory of Change (ToC) for the project. The ToC shall be based on the project log frame as a starting point and will assess and validate the result chain of the project, the likelihood of achieving the intended results and objective, the assumptions, risks and pre-conditions.
- To elaborate the M&E system of the project by confirming indicators; means of verifications; sources of information; data collection, reporting and review systems; institutional roles and responsibilities; resource requirements; and establishing the appropriate indicators with their baseline values, their target values and intermediate values.
- To elaborate the criteria for the selection of priority interventions and areas by the project based on the preliminary ones available in the TFF, to be updated according to the ToC and field reconnaissance.
- To propose quantitative targets for the project and a preliminary selection of priority interventions sites based on the set criteria and the updated logframe-theory of change.

1.2. Principles and Requirements.

The BSL consultancy is expected to use a participatory approach to obtain in-depth inputs by the project teams and the immediate stakeholders, in particular MNRT and the Districts, as well as TACAIDS and the HIV & AIDS and gender focal points at regional and district level. The assignment will therefore involve a mixed approach of independent technical review and advice and team and stakeholders process facilitation.

The BSL consultancy is an input to the overall project inception phase process. The BSL consultants will absorb the formulation study references, additional background references, and preliminary analysis and data produced by the team by then. The consultants shall fully engage the project team in the BSL process. Upon its conclusion, the project will take up the BSL output and validate it through further stakeholder restitutions. This particularly concerns the validation of the consultancy outputs with regard to its objectives # 3 and 4 above, which will inform consultations with the project partners (MNRT and Districts in particular); they will need to endorse the proposals produced by the BSL (a stakeholder workshop will be organised by the project after the BSL for this purpose).

The baseline study will be executed according the guidelines for the execution of baseline study of BTC and on the basis of this TFF Annex of the project.

The BSL approach and methodology shall also reflect the following principles and requirements - the BSL shall:

1. Analyse the Logical Framework and result chain of the project and assess the likelihood of achieving the intended results (outcome) in view of the project environment (assumptions and risks), project resources, management control and dialogue processes.
2. Validate the problem analysis which is contained in the TFF in the form of a list of items. This list needs to be clarified with regard to internal causal linkages or effects of external drivers. Problems need to be also identified in their appropriate geographical scale.
3. Based on the LFA an updated problem analysis, produce a Theory of Change to clarify the logic

through which the intervention seeks to deliver impacts. This particularly concerns the link between the expected results and the Specific Objective of the project, the necessary preconditions and their likelihood.

4. Analyse the quality of the performance indicators on SMARTness (Specific, Measurable, Achievable, Realistic and Time bound) as well as indicators to measure and follow up on the assumptions and risks in the project environment, and propose additional indicators in case gaps have been observed.
5. Elaborate the strategy and monitoring framework of the LGA Decision Support System proposed for CBNRM based on a critical reflection on the frameworks and achievements of D*D in relevant contexts in Tanzania. The present design foresees use of the PFM/SWMP AFM Manual and using O&OD approaches to inform Councillors to invest more in NRM and LED. The BSL should clarify the impact pathway and elaborate the viability of this strategy and monitoring framework of D*D based on a critical reflection on the frameworks and achievements of DeNRM and reflect lessons through adaptive management; to what extent monitoring systems involve all the appropriate parties in a learning and adaptive process (e.g., including regional and district institutions).
6. Elaborate the strategy and monitoring framework of CBNRM based on a critical reflection on the frameworks and achievements of CBNRM in relevant contexts in Tanzania. The present design foresees a path in 6 steps ending with securing access rights. The BSL should assess the opportunity of introducing quality indicators about the CBNRM processes. This may for example drive implementers to consider to what extent CBNRM schemes are supported by robust feasibility studies and consistent economic incentives. The BSL shall also suggest ways to clarify what is the actual impact pathway sought through CBNRM initiatives on resource status and governance systems; to what extent existing monitoring systems enable assessing progress along this pathway and reflect lessons through adaptive management; to what extent monitoring systems involve all the appropriate parties in a learning and adaptive process (e.g., including regional and district institutions).
7. Elaborate the strategy and monitoring framework for LED livelihoods to clarify how the project may pursue sustainable and effective impacts within the available project resources, minimising risks of embarking on a scatter-shot approach. The BSL shall clarify how project interventions in this domain shall be selected strategically with reference to the overall project strategy (i.e., linkages to CBNRM agenda) and the actual economic context of the intervention (i.e., taking into consideration the opportunity of introducing a value chain approach in the project work plan and fostering linkages with economic development initiatives supported by actors in the landscape).
8. Elaborate the strategy and monitoring framework for NRM governance, policy review and harmonisation by proposing a locally relevant process of institutional learning. This process needs to be stakeholders-based and grounded on evidence generated by the project and other parties active in the landscape. It should have a strategic design able to provide a sense of direction to stakeholders relevant to the project agenda and the applicable policy framework.
9. Elaborate the project strategy with regard to the landscape selection and ecosystem approach advocated by the project. The BSL shall strengthen the conceptual reference to this approach and provide operational recommendations to pursue the proposed and agreeable conceptual approach. In particular, the BSL shall reflect on the implications for the project strategy arising from the gradual unfolding of development initiatives at regional scale. In addition, the BSL shall propose an approach to give practical meaning to the landscape or ecosystem approach with regard to reconciling the role of the project versus management processes at different scales.
10. Make proposals for a realistic project M&E matrix and system including:
 - Tasks and responsibilities related to data collection, analysis, reporting, monitoring, evaluation,

knowledge management, communication

- Set out the internal and external calendar for M&E
 - Establish the capacity and training needs
 - Estimate the associated inputs and costs
11. Fine-tune the criteria for selection of priority intervention based on:
- Reviewing and consolidating a “map” of all CBNRM processes in course or identified, with the stage of progress and issues identified. A preliminary map will be produced by the project team ahead of the BSL and shall be validated and integrated by the BSL exercise.
 - A basic assessment of institutional feasibility based on stakeholders’ capacity and issues identified to determine which institutions have the best chances of success and potential to become replicable references. The BSL shall carry out a general reconnaissance of institutional capacities within the Districts and the stakeholders active or potential in the target area. It shall propose detailed recommendations for more in depth follow-on assessments.
 - The review and further elaboration of a set of prioritization criteria, based on the preliminary framework provided in the TFF.
12. Propose quantitative targets for the project and a preliminary selection of priority areas through a mix of participatory and technical process as follows:
13. Assess the information base available to date and identify gaps.
14. Assess the likelihood and cost-effectiveness of the proposed priorities and targets, taking into consideration the available resources (budget, team, institutional capacities) and time-frame.
15. Facilitate jointly with the project team the formulation via a District workshop of a plan of action for each district with the target CBNRM institutions and proposed actions, for inclusion in the District Development Plan and the Project annual planning. The outcomes of the three combined District workshops shall be consolidated by the BSL in its report.
16. Consideration to the TFF strategy, objective (with the above mentioned requirements for validation) and the very large geographical area targeted and its logistic requirements. The BSL shall give high consideration to opportunities for geographical concentration of the effort.
17. Consideration to opportunities for a phased approach to implementation, including an incremental or phased approach to priority selection and validation, especially when additional feasibility assessment data may be required to confirm the selection of priority areas and processes.

1.3. Baseline Survey Tasks

The BSL exercise shall perform the following main tasks:

- Review of literature pertaining to the relevant policy and planning framework; area studies concerning the target geography; MNRT tools and guidelines for sustainable wetlands management and CBNRM; development plans affecting the area; documents from KILORWEMP, formulation studies, project inception plan; prior field assessment, reviews and consultations produced by the project during the inception phase.
- Preparation of a detailed methodology addressing the present TOR and the response received from the project on the preliminary methodology presented through the Technical Offer.
- Presentation of the methodology to the project team, MNRT and BTC; briefing with the PIU; BTC; MNRT; regional offices and other key stakeholders
- Site visits including to the regional offices and the Districts; key local stakeholders;

- Site visits to selected CBNRM initiatives in the target area; the BSL should sample at least 2 CBNRM sites in each District (covering a cross section of the five institutional models: WMA, PFM, BMU, VLUP, Pastoralist or water user rights groups)
- Facilitation of 3 joint Districts BLS workshops convened by the project
- Preparation of aide-memoire with the key conclusions and outcomes.
- Presentation of aide-memoire to an internal workshop involving the project team, MNRT and BTC.

1.4. Methodology and Approach to Baseline Study (BLS)

In order to fulfil the purposes of the BLS, a consultant will be recruited for the proposed study design, methodology and tools for implementing the BLS as indicated in the preceding sections:

The consultants shall prepare a preliminary methodology as part of the bid submission. The following elements shall be elaborated when drawing the methodology:

Their suggestions and proposal will be one of the selection standards for the quality of the offer introduced by the consultant.

A detailed methodology will be prepared by the consultant upon awarding of the tender and after the review of the literature and a teleconference briefing with the PIU.

The detailed methodology will be presented to an internal briefing workshop involving the project team and MNRT and fine-tuned based on feedback received at the briefing.

1.5. Deliverables of the Baseline study

The BLS team will deliver;

- Detailed methodology after the literature review stage and before the fielding of the mission and addressing all the conceptual and operational requirements of these TOR.
- Aide memoire at the end of the field mission for presentation at the final internal workshop. This aide-memoire will cover the key outcomes from the mission (including draft Theory of Change, M&E Matrix and Selection Criteria) and the outputs of the district workshops.
- Draft BLS report in English (respecting the Template 'Model BLS report')
- Final report upon receiving comments on the draft report.
- Period and duration of the Baseline study
- The BLS will be conducted in the period April-June 2014 with estimated 7 weeks duration

2.6. Composition of the Baseline study team

A reference team shall support the BLS team and consists of the following members:

In the Partner country: Members of the Project Implementation Unit in particular the technical group that provides quality assurance and other support to the Consultant and the Resident Representative represented by the Senior Programme Officer

In Brussels: EST advisor, OPS Advisor, M&E process manager, Governance Advisor, the BTC Gender and HIV experts.

The BLS team shall consist of the following members:

- Team Leader
- NRM expert

Project Team:

- National Project Coordinator (NPC)
- International Technical Assistant / Co-manager (ITA)
- National District Assistants (3)
- RFP
- DFP/District Project Coordinator (3)

2.7. Profiles & responsibilities of the consultant

The consultant (firm) shall have demonstrated capacity to implement service contracts of this scope and nature, with an excellent track record to provide quality products and deliverables in the stipulated contract period based on sound assurance and backstopping practices.

The firm will mobilise a team of two consultants with the following profiles and responsibilities. The team will provide a combination of:

- Wide international exposure AND good understanding of the Tanzanian context, including gender and HIV & ADIS
- Extensive senior management experience in the implementation of similar projects and programs, including monitoring and evaluation, AND strong conceptual skills and research/assessment track record of international relevance.
- (distinctive advantage) In depth command of practice, tools and strategies in environmental management and natural resource governance AND a solid grasp of mainstream development approaches (rural development, governance, decentralisation and devolution in the public administration).

Team leader (International Consultant)

The team leader (TL) shall be a senior expert with a postgraduate degree in a field relevant to the domain of the project. S/he shall have a solid and diverse track record both in analysis/assessment and studies /evaluation and in the actual management and delivery of relevant projects and programs.

The following experience and skills are required:

- At least fifteen years documented experience in the design, management, and implementation of projects and programs dealing with relevant domains such as natural resources management, wetlands management, natural resource governance, CBNRM, protected areas, integrated conservation and development projects, land use planning, land tenure, rural economic development and associated fields. At least ten years of this experience shall be at senior management level.
- A documented track record of achievements in working with and/or within central and local government systems and in decentralization and devolution processes in Sub-Saharan Africa.
- Documented broad international experience and exposure through direct execution of assignments (projects, programs, evaluations) in multiple geographical contexts in sub-Saharan Africa. Direct experience in east Africa and in Tanzania will be a distinctive advantage.
- Strong conceptual skills, demonstrated by a track record of publications, in relevant fields such as natural resource governance, strategic planning, landscape planning, regional planning, participatory natural resource management, landscape ecology.
- Thorough familiarity and documented achievements in DM&E practice and approaches, including developing logical frameworks, theories of change, facilitating strategic planning, preparing project M&E plans, conducting evaluations.

- Proven experience with methods and approaches of capacity development; setting up of relevant stakeholder consultation and coordination platforms and processes and institutional learning processes; policy review processes.
- Demonstrated (with publications and experience) good knowledge of the latest evolutions in the management of environmental systems at local and regional scales.
- Full proficiency in written and spoken English; sound knowledge of Swahili will be a distinctive advantage.
- Documented experience in facilitation of field consultations and workshops with a variety of actors.
- Excellent communication, reporting and writing skills
- Very good hands-on knowledge of MS Word and MS Excel

The Team Leader is responsible for her or his findings, conclusions and recommendations according to the tasks outlined is in charge of the following tasks:

- Coordinate the BLS team and ensure that the assignment is implemented as per schedule and agreed methodology
- Edit the BLS draft and final report and guarantee technical quality and integration of feedback received
- Ensure that all relevant stakeholders and beneficiaries are involved in the mission

NRM expert

The expert shall have a post graduate University degree in a relevant field and a cumulative relevant professional experience of at least 12 years. The following experience is required:

- At least six years documented experience at senior level in the management and implementation of relevant projects and programs including extensive field experience.
- Thorough exposure to practice in the NRM sector in Tanzania and thorough understanding of the policy framework and implementation experiences in relevant domains (e.g., wetlands management, forestry, wildlife management, fisheries, land use planning, land tenure).
- Solid track record of experience within and/or with Government and Local Government or alternatively leading NGO.
- Documented experience with methods of project design, monitoring & evaluation, evidenced by a track record of assignments and accessible reports/publications.
- Experienced with participative and consultative approaches and field survey techniques, evidenced by a track record of field implementation and technical reports.
- Proficiency in written and spoken English with excellent knowledge of Swahili
- Excellent communication, reporting and writing skills
- Very good hands-on knowledge of MS Word and MS Excel

The local consultant will support the team leader and BSL team in the following tasks:

- Final BSL methodology during inception.
- Organisation of meetings, surveys and interviews.
- Review of the M&E systems.
- Lead field teams and surveys when for geographical reasons the team may be split and assigned

to different areas.

- Workshops facilitation and reporting.
- Drafting of the BLS report.

7.6 Description of NRM issues identified in Kigoma Region

Some earlier study reports from MMRS, which covers a substantial portion of Kigoma Region, during Integrated Management Plan (IMP) preparation in 2008, identified NRM issues as:

Table A: Malagarasi-Moyavosi Ramsar Site (MMRS) Integrated Management Plan (IMP)(2008) Situation Analysis of Ecological Issues and Concerns

- a. **Encroachment:** of the FRs is a serious threat from the increased livestock in-migration mainly by Sukuma and Tutsi who have established settlements within the reserves. Expanding human settlements and cultivation has blocked important wildlife corridors (eg Mashanga area to Ugalla GR and Mwamila village has blocked the elephant route from Kasulu to Malagarasi River).
- b. **Deforestation:** Most of the FRs have been affected by tobacco and food crop farming, mainly based on shifting cultivation. Charcoal making, Sukuma habits of tree debarking and felling to facilitate growth of fodder for livestock grazing and making of traditional beehives have caused much deforestation in the FRs.
- c. **Overgrazing** is evident in Usinge and Mpeta areas and livestock migration from other region invade and settle in Kigoma, particularly the Malagarasi wetland where they have already caused damage to the environment keeping large number of livestock greater than the area could support. Resultant land degradation aggravates the problem of siltation on Lakes Sagara and Nyamagoma. The problem is made worse by insufficient planning, influential figures and the District Councils face difficult to act as revenues that are collected from livestock account for a high contribution on the district's income.
- d. **Fire incidence** is a great threat in Kigoma District caused by illegal hunters, traditional beekeepers and cultivators using fires to clear the fields for easy cultivation and livestock keepers.
- e. **Conflicts:** between farmers and livestock keepers, particularly the Sukuma do not adhere to the Land Use Plans and have been invading farming areas. In addition, District Council officials face opposition from politicians who continue to assure people that resources are for citizens and they have the right to use them to meet their needs. District officials often originate from other regions, face opposition. Conflicting interests between farmers, livestock keepers and beekeepers, are blamed for the destruction of bee forage and habitat. Elsewhere, livestock keepers are blamed for destroying fish breeding areas when watering.
- f. **Poaching:** Illegal hunting within the area, particularly for buffalo and Topi, and VNRC have established VGS for addressing this problem but they lack the necessary resources. In the past, the influx of refugees from Burundi and DRC has exacerbated the seriousness of poaching in the area as food for Mishamo and Lugufu refugee camps and for export to Burundi and the DRC.
- g. **Poverty:** Most poor people depend on environmental resources, leading to bad practices such as fuelwood and charcoal making, use small sized nets for fishing, etc. Poverty is a barrier to the implementation of micro projects, as people divert the loans given to solve other personal needs.
- h. **Cultural aspects:** More than 80% of the people of the MMRS are not indigenous, and their culture affects the environment (eg Sukuma keep large herds of cattle as a sign of wealth, the Ha, set fires to determine the longevity of one's life). Other cultures still use for ritual ceremonies to solve various social problems.
- i. **Inadequate Participation:** The concept of community participation has proven a failure. Local communities are increasingly losing trust with projects in the name of community participation due to the nature and attitude of those implementing them (eg despite the useful work by SIMMORS from 2003-8 there was still little awareness among local communities on the importance of wetlands and the need to conserve them).
- j. **Institutional Limitations:** There are serious institutional limitations to the capacity and authority of organizations responsible for plan implementation. The village governments lack capacity and authority to effectively implement. VGS, VNRC and BMUs created to solve problems lack the know-how and legal power to carry out their duties and District Councils lack manpower and resources to implement the plan.

Similar assessments are made by more recent studies, such as the Base line Study (BLS 2012) from the Beekeeping Support Project of the Belgium Cooperation:

Forest Resources: Kigoma's forests face many threats, which include encroachment for human settlements and farming, charcoal production, fires, livestock grazing and timber harvesting. Livestock keepers from Shinyanga and Mwanza Regions are migrating in large numbers into Kigoma in search of fresh pasture and cropland mainly for cultivating maize, paddy and tobacco. The situation with tobacco production is serious around Nguruka and Uvinza wards and the worst affected area is said to be Basanza village. An example of forests that have been affected is Nkungwe Local Authority Forest Reserve where data indicates that out of the 5,808 ha, about 4,000 ha have been encroached.

Kigoma's forests have also been negatively impacted by the influx of as many as 450,000 refugees which resulted in severe clearing of woodlands for fuel wood and timber (Kigoma Regional Profile 1998).

The forest loss rate in Uvinza Ward is 1,000 ha/annum due to charcoal and tobacco farming while in Nguruka it is estimated at 2,000 ha/annum due to tobacco and livestock. In total Uvinza District is thought to be losing 4,000 - 5,000 ha/annum. In fact tobacco production has increased five-fold in Kigoma Region from 1,005 Tons in 2001 to 5,211 Tons in 2007, and has double again at current growth. On average a farmer in Kibondo District cultivates one hectare of tobacco, with each hectare requiring 0.45 ha equivalent of miombo woodland for curing. Tobacco farmers are doubly destructive to forests because of their tendency to shift regularly in search of virgin land free of tobacco pests such as nematodes.

BLS (2013) notes, forest fires are also recurring every year. The Wards of Uvinza, Lukunda and Kachambi experience a higher frequency of forest fires because people have established settlements inside forest reserves. In Basanza Village forest fires are mainly due to field preparations for cultivation, while at Ilunde Village cattle keepers set the forest fires in order to allow fresh grass to sprout.

Currently bee-keeping is carried out on a small scale in villages although it is now gaining momentum due to training provided by NGOs and the Beekeeping Project (BKSP) . BLS (2013) shows honey production in Kigoma region has increased from 110.7 tons to 342.5 tons from 2007/8 to 2010/11 respectively. With the support of BKSP and the high priority of beekeeping of the GoT the production (and quality) of honey is expected to increase further in the region.

In Kibondo District about 70% of the beekeeping activities take place in Moyowosi/Kigosi Game Reserve. Buyungu Forest Reserve provides a buffer between Moyowosi Game Reserve an open forest, it is one of the forests that was affected by refugees as they harvested many trees for timber, charcoal and firewood. There is limited beekeeping activities in this forest since a large part was encroached and beekeepers have reported high rates of honey theft. It is for these reasons that beekeepers of adjoining villages in Kanyonza, Kitumbiko, Mganza, Kakonko, Kiyobela, Kasanda, Kumkugwa, Nengo, Kumhasha, Kumbanga prefer to do beekeeping inside Moyowosi Game Reserve (BLS 2013).

There are a total of 36 earmarked village land forest reserves (VLFR) that are at different stages of completion. All the VLFR were assisted by either UNDP, DANIDA or the Beekeeping Improvement Project. However, the process has stalled with the phasing out of the PFM project support by Danida, but Finnish development aid is soon to start supporting Kibondo district. The process of declaring village forest reserves has remained fully dependent on external funding although central and local governments all benefit from the economic activity associated with trade in timber and Non Timber Forest Products (NTFP), tobacco cultivation and beekeeping through the collection of tax revenue.

Table B: Challenges Which Kigoma Region VLFR Communities are Facing on CBFM (MJUMITA, 2013)

- | |
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| <ul style="list-style-type: none"> a. Poor implementation of village forest by-laws, they failed to arrest illegal activities which are continuing in their village land. b. In some, village forest boundaries are not clear to all village members something which is confusing people and results in violation of VLUP, causing misunderstanding and conflicts. c. Poor cooperation between village leaders and VNRC members, the Chairman in some villages refuse to recognize VNRC members and patrols. d. Some villages are practicing CBFM but there is no village forest by laws nor village forest management plans. e. Poor record keeping on issues regarding PFM in general is a problem, for example records from VNRC regarding their daily activities or monthly activities. f. In some villages revenue collected from natural resources specifically forests are not addressed to communities during Village Assembly General Meetings. |
|--|

- g. In some villages number of Village General Assembly Meetings is not adequate to deal with issues.
- h. Poor communication and performance of district officials in solving problems facing communities in PFM.
- i. Sustainable harvesting in most of village forests remain unknown to community members practicing CBFM.
- j. Few women attend network meetings and making decision compared to men.
- k. In some villages top down approach is applied most of decisions came from village leaders rather than from community members
- l. IGAs are not sustainable (eg Groups for efficiency stoves are not working in almost all villages, there is no even one village having tree nurseries).
- m. Lack of knowledge and low capacity building to communities on how to run IGA
- n. Some village communities member are not willing or committed to take their responsibilities on CBFM, they are waiting for assistant from donors.

Fisheries: The fishing industry plays an important role in the economy of Kigoma and Uvinza Districts and livelihoods of 100,000s or people. Fishing activities are mainly carried out in Lake Tanganyika, which has an area of 8,029 km², smaller water bodies of Lakes Sagara and Nyamagoma, rivers Malagarasi, Ugalla, Luguvu and the Kandaga ponds. The main component of the commercial catch in Lake Tanganyika is contributed by six pelagic species namely *Stolothrissa tanganicae* (local name: dagaa) and *Limnothrissa miodon* (Lumbo) and four Lates species i.e. *Lates steppersii* (Migebuka) *L. Mariae* (sangara) *Lates microlepis* (Nonzi) and *Lates angustrifrons* (Gomba). The sardines (commonly called Dagaa) makes up more than 80% of the catch.

The Artisanal fishery of Tanzania accounts for 99% of the total catch providing the population with protein as well as generating employment and income. Although catches as high as 80-100,000 t/yr have been reported, more recently there are about 8,096 full and part-time artisanal fishers using over 4,093 canoes (2011 Fisheries Frame survey). Some studies suggest as many as 13,000 fishermen, having doubled in number since 2006/7. The catch in 2008 was 66,195 tons, which fetched a total amount of Tshs. 64.7 billion (LED Kigoma 2013) averaging about 50-55,000 tons today.

There are mixed reports, some suggest that the fishery is under pressure, having collapsed from the earlier 80-100,000 t/y level and studies attribute this in part to climate change. Others consider fishing in Lake Tanganyika is still under capacity as only 50% is realized per annum (LED Kigoma 2013). As with forest, wildlife and other natural resources, the Kigoma fisheries are being managed under increasing human harvesting pressure but with a dearth of data on resource abundance. Fish stock data for Lake Tanganyika is from 1976, whereas in this time the human population has increased by 3 times. Current data on resource stocks needs to be made available to stakeholders in order for them to make informed decisions about harvesting levels.

7.7 Steps in preparation of Village Land Use Plans

Steps in Preparation of VLUP (After LUPC)

Step 1: Preparations - District level:

- a. An introductory meeting will be held in each district to introduce the Team.
- b. Briefing discussion with District PLUM team, take stock of process to date, to enhance 'team work', to avoid duplication, understand any sector/departmental conflicts and setting a common vision while intervening in villages.
- c. Following on from the scoping District officials will provide the following data:
 - Location of significant infrastructure projects (e.g. roads)
 - Established village boundaries and any shape files of the villages.
 - Existing Village land use plans
 - Major natural resource and other land holdings
 - Existing land use zonings and any development plans.
 - Agricultural schemes (crops and livestock) results of agricultural experiments and development initiatives
 - Wetlands, forest and wilderness areas, uses and protected areas for conservation
 - Current tourism developments and future plans
 - Current settlement and future plans.
 - Activities currently supported by the District Development Plan for the mentioned villages.
 - Any details of land surveys, resource inventories, studies etc related to the villages.
 - Village demographics, socio-economic profiles, etc from past census surveys.
 - Threats to livestock, wildlife, forest, wetlands and people, etc.
 - Climatic data.
 - Current economic revenue generated and local development use (eg tourism gates, hunting block, tourist bed nights, NR products, etc).

Step 2: Participatory Rural Appraisal for Participatory land use planning in villages without LUP:

Meetings with the village council and the village assembly, elaboration on the duties and responsibilities of villagers over their land, management of natural resources, and agreement on the action plan prepared at the district.

- a. Selection and approval of Village Land Use Management (VLUM) committee by the Village Assembly.
- b. Reconnaissance (general survey) of the village's will be conducted with the VLUMC.
- c. The VLUMC will prepare a resource map for their villages.
- d. Participatory Rural Appraisal will be carried out to exploit information on existing land resources usage within the village land, demography, social-economic activities will also be accessed.
- e. Problem identification, opportunities, priority setting. An analysis of collected data will end up with a community action plan for the agreed upon priorities.
- f. Preparation of village (community) action plan. From the resource map and agreements between VLUMC and PLUM village action plan will be drafted and presented to the Village Council.

Step 3: Land resources inventory, assessment and mapping of existing village land use:

The process will involve the following activities:

- a. Conducting bio-physical survey to obtain and map information on land cover, land form, soil types, hydrology, wildlife and existing land uses such as agriculture, livestock grazing, wetlands, residential, forests, eco-tourism, public vs. private ownership within village land.
- b. Assessment of the potential suitability of land parcels for various uses will be conducted aiming at facilitating rational

decisions to be made on zoning and allocation and utilization of resources.

- c. Confirm survey and demarcation of village and insert the any protected area boundaries.

Step 4: Participatory village land use planning.

In this step the following activities will be involved.

- a. Demarcation, mapping and registration of general land, reserved land and individual/private lands.
- b. Drafting a village land use plan.
- c. Creating village land use by-laws, especially for NR use.
- d. Village Council and VLUMC will develop proposed future land use and management plans with guidance from PLUM and NLUPC. The proposal will base on the results of resource assessment and suitability classification and future community needs and conservation requirement for future reserved areas.
- e. Draft of village land use plans and by laws created will be presented to village assembly for approval in each village and later sent for District Council approval.

Process for Updating a VLUP:

- a. The VLUP will be examined and a meeting held with VLUM to update the VLUP.
- b. A PLUM team together with VLUMC will go through the existing VLUP and by laws, observe where there are needs for any changes; emphasis will be given on NRM issues.
- c. As stipulated in the Village Land Act No 5 of 1999 any amendment made in Village land use plans will be presented to villagers through Village Assembly meeting for endorsement and later sent for District Council approval.

Preparation of Joint Village Resources Management Sector Plan (JVRMSP)

Once all the VLUP in a landscape are concluded and standardised, GIS shape files of all VLUP will then be combined into one single overlay, a consolidated LUP map of the Landscape Site and consolidation of all by laws into a JVRMSP for the Site. Land management measures will be carried out to mitigate threat activities over resources such as land degradation, overexploitation of natural resource, etc. Appropriate measure will be identified in the landscape Site, areas such as improving conservation of the village forest, wildlife resources, wetland areas and water sources, including identifying scope to declare "reserves" to protect key biodiversity sites as sanctuaries of for Beekeeping will be carried out with the PLUM.

VLUP from adjacent villages can be combined in a landscape approach to form a JVRMSP, as follows:

- a. Combine all VLUP GIS shape files to form a well explained, single map showing area demarcation of VLUP and areas to be set aside as NRM and conservation zones or reserves.
- b. Conduct detailed resource assessment and preparation of a resource sector management zoning where the site will be divided into homogenous parcels of land with full detailed management plans and by laws for future use.
- c. Make conclusion and recommendation for better management of the landscape involving PIU and District Focal Points (DFP).
- d. Formulating a Site JVRMC with at least 4 representatives from each VNREC including VEO and Village Chairman. The committee will be asked to endorse the JVRMSP and trained in its use, its management, their roles and responsibility on conservation and NRM in collaboration with the District Focal Point.
- e. JVRMS plan and By Law will be presented to villagers through separate Village Assembly meetings for endorsement and later sent for District Council approval.

7.8 Theory of Change

The project seeks to support the following **intermediate and long-term changes** based on the discussions with the district staff during the formulation:

- Change from unsustainable use of NR, into wise use of NR with equal and equitable benefit from NR for economic and livelihood development for user groups, women and men.
- Change from NR dependence to improved LED and livelihoods of communities through benefits accruing from sustainable use of NR.
- Improved service delivery in NRM (ie O&OD, LUP, 6 steps, business plans, financial, planning, micro-credit, etc) to better reach villages and communities.
- Enhanced capacity of service providers to deliver sustainable NRM services to better reach villages and communities.
- Improved capacity of user groups and village community in wise use NRM practices, taking into account a stronger participation and leadership of women.
- Better empowerment of communities through security of NR tenure, better access to information, knowledge, financial services and capacity in wise use practices, value chain skills, management and business planning, legal aspects and CBNRM, better coordinated stakeholder involvement and engagement in landscape management at all levels, not in the least by involving women at all levels.
- Improved governance of NR on village land.
- Changed perceptions of politicians, LGA, users and traders (value chain) so that wise use of NR (at all levels) can foster sustainable LED.
- Greater positive involvement of decision makers (at all levels) in NRM, especially of women.
- Create an enabling environment to encourage more PPP and community engagement in NRM.
- Political environment allows watchdogs (eg NGOs) to raise public awareness, to lobby and advocate for CBNRM rights, and to intervene to unblock bottlenecks (at central and LGA level) to accelerate the process, or protect land rights, with special attention for gender and HIV&AIDS related issues.
- Improved law enforcement and revenue collection of the informal value chain trade in NR and encourage re-investment through greater retention in NRM at source.
- NRM laws harmonized to the same process so as to reduce delays in sector by sector approach (eg LUP, BKR, WMA, PFM, etc) and achieve a more fast track, integrated and holistic CBNRM model.
- Creating a conducive and enabling environment for the inclusion of vulnerable populations (such as female headed households, child headed households, people living with HIV).
- In general taking into account at all stages and in all intervention domains the strategic interests and practical needs of women and men, girls and boys.

Some of **the strategic areas** that can support the above mentioned changes are (not exhaustive):

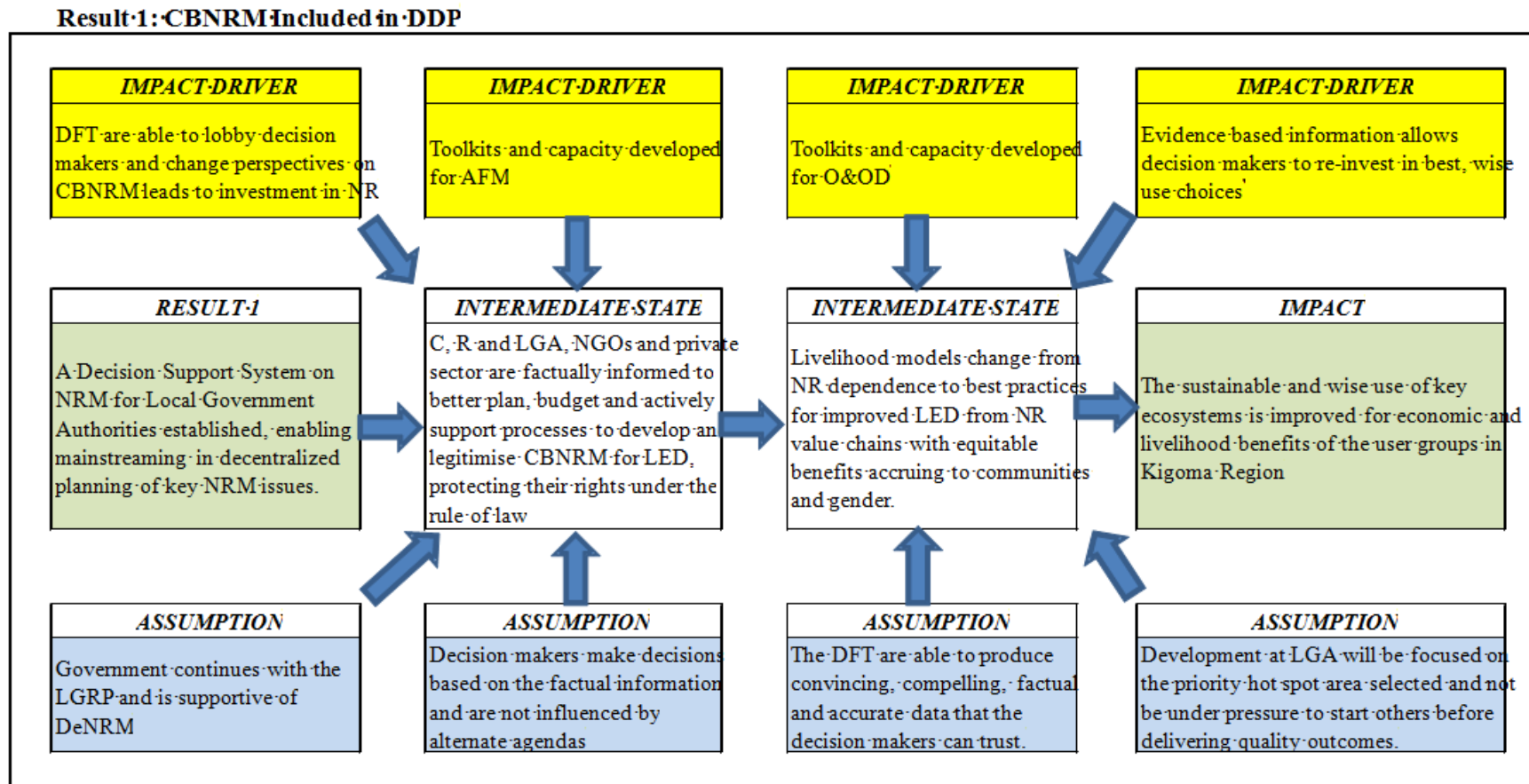
- Capacity development for service providers in all aspects of CBNRM, gender and HIV & AIDS
- PPP in NRM involving user groups in sustainable practices (with particular attention for vulnerable populations)

- NRM mainstreamed into the national and LGA MTEF planning cycle (eg through O&OD) for future security of investment as part of the exit strategy
- Participatory VLUP for sustainable NRM.
- Security of tenure in NRM (ie the 6 steps).
- Investment in the development of techno-economic packages for sustainable use of NR.
- Creation of high level policy platform for dialogue in national decision making as a driver of CBNRM/DeNRM through strategic alliance with other projects.
- Participation in Gender and HIV & AIDS coordinating mechanisms at all levels.
- Engagement of local awareness campaigns (including gender and HIV & AIDS) through mass media, etc for transferring of information, also the possible involvement of a watchdog.
- Layering of a DSS for NRM at all levels for inclusion in DDP, LUP, VDP, user group management plans.
- Adopt a landscape approach with stakeholder involvement.
- Use experience of BKSP and LED-IGA (and PFM, SWMP, etc) as foundation for intervention (eg BK value chain technology, business planning and administration, toolkits, etc).
- Create an enabling environment for women to reduce their workload in order to take part in decision-making and income generating activities.
- Facilitate and promote women's effective involvement in the related processes.

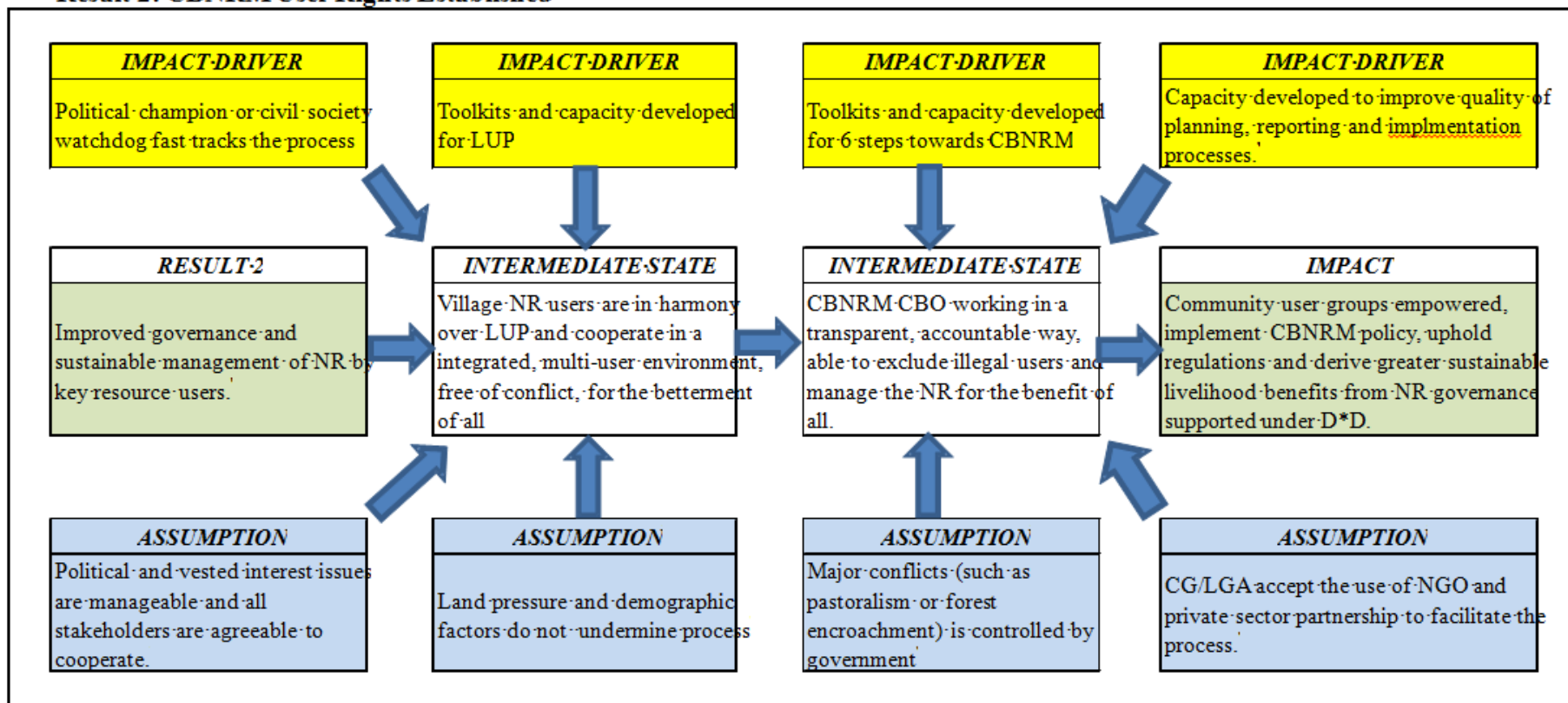
A reflective thinking' as to how change might happen as a result of the project intervention. These observations have been composed into a ToC analysis to identify any intermediate states in the developed results chain derived from the strategy, identifying relevant implicit underlying assumptions and discuss their validity, identify impact drivers, significant factors or conditions that are expected to contribute to the ultimate realization of the project impact and which of these conditions the project might consider to put in place.

A first effort has been made by the formulation team, based on the discussions with the various stakeholders, to develop a Theory of Change and are laid out in figure 5. During the baseline phase a more thoroughly reflection is required with full participation of the relevant stakeholders based on a more detailed and updated situation analysis.

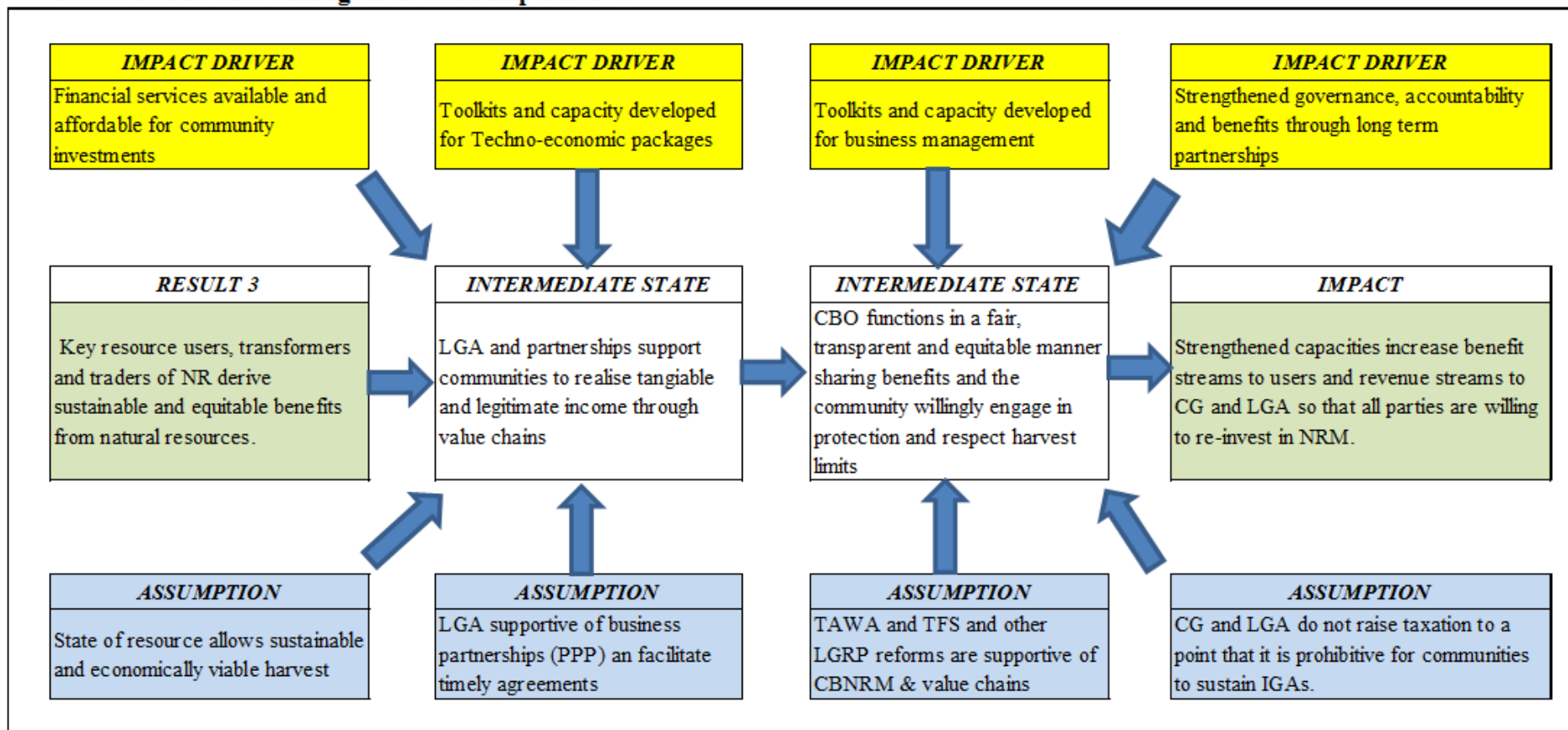
Figure : Theory of Change by Result Area.



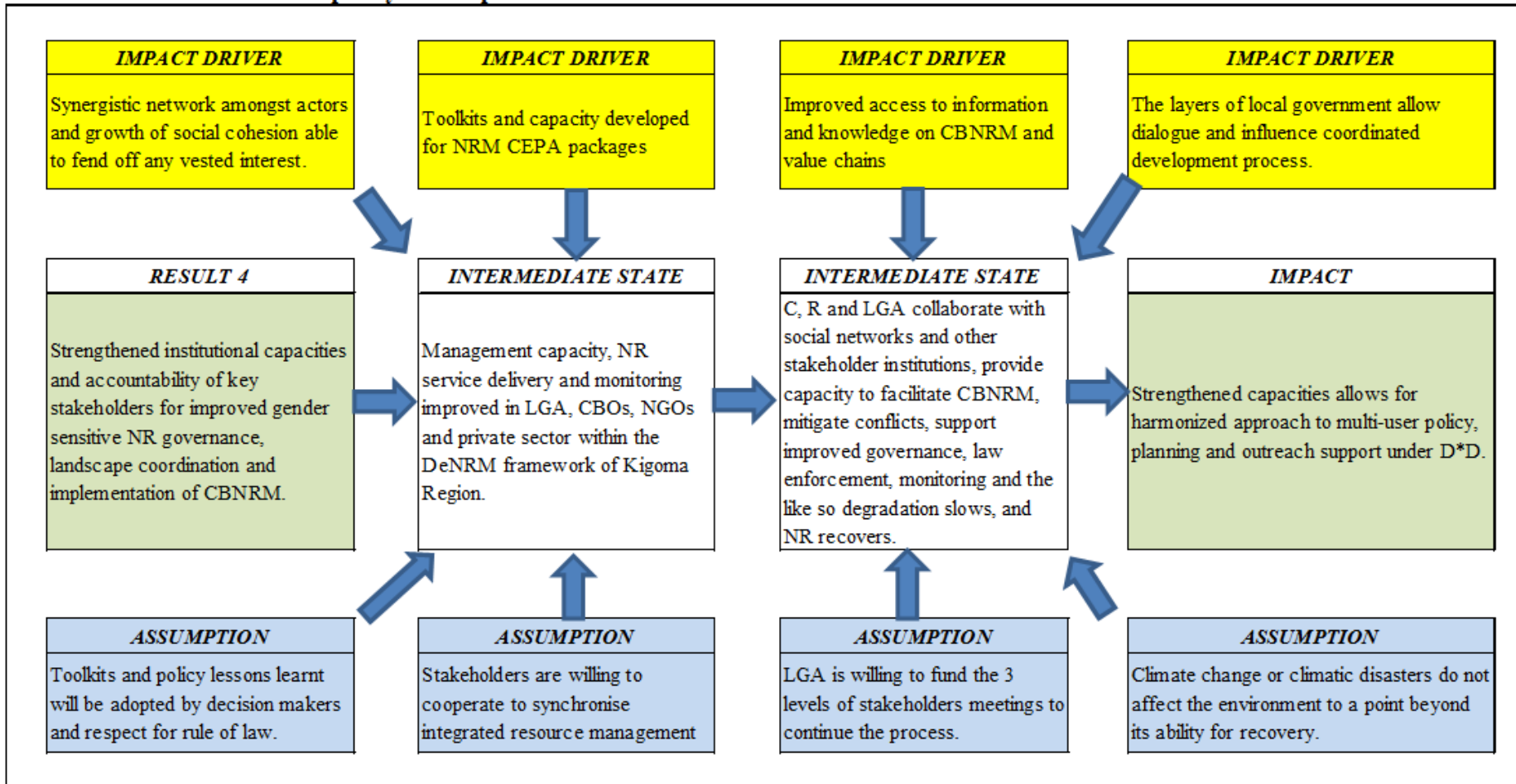
Result 2: CBNRM User Rights Established



Result 3: CBNRM Management Plan Implemented



Result 4: Institutional Capacity Developed for CBNRM



Intermediate states with indicators, MoV and assumptions

Strategy area	Intermediate states	Indicators	MOV	Assumptions
NRM Decision Support System	Political leaders, C, R and LGA, NGOs and private sector are factually informed allowing better planning, budgeting and actively supporting processes to develop and legitimize CBNRM for LED and protecting CBOs rights.	Integration of support to CBNRM for LED in different plans of concerned stakeholders; Allocated resources in stakeholder plans towards advancement of CBNRM.	VLUP, VDP, DDP, related sector management plans, NGO plans, Private sector plans,	- Political Leaders, C, R and LGA recognise importance of NRM for LED and take increased responsibility towards allocating more resources and effort for sustainable NRM;
CBNRM	CBNRM CBOs in place with secured NRM rights, are functional with increased transparency, accountability, compliance of by-laws, gender equity and mitigate conflict, increase NR productivity and incomes for the benefit of all members.	Number of CBNRMs formally established and having received and gazette user rights; Effectiveness of established CBNRM CBOs in NRM, including gender equity; Number of women in management structures of CBO/village committees.	CBO registration, User rights certificates, Developed tools for assessing and monitoring community governance and effectiveness	- Support for policy implementation for D*D and CBNRM grows by C, R and LGA; - Support grows to fast track the CBNRM and VLUP approval process by C, R and LGA
LED	Communities with the support of and in partnership with C, R and LGA, NGO, SACCOS and private sector support, implement NRM plans, and obtain tangible, legitimate income streams from investment in NRM linked value chains.	Revenues generated by CBNRM CBOs; Number of agreements/contracts established between CBOs and buyers and suppliers; Financial value of contracts	CBO accounts; Contracts; District socio-economic profiles, private sector reports and district trade studies.	- Elite capture of the NR markets, trade routes and value chains does not impinge on the fair trade of NR products, leads to realizing of equitable benefits for communities.

Governance Capacity	C, R and LGA collaborate with social networks and other stakeholder institutions, provide services capacity to facilitate CBNRM, mitigate conflicts, support improved governance, law enforcement, gender monitoring, so degradation slows, and NR recovers.	Partnerships and degree of collaboration between stakeholders; Quality and type of services provided to CBO's and partners and their adoption; increased capacity in access to knowledge, information sharing, advocacy and legal support.	CEPA NRM materials, minutes of C, R and LGA and public stakeholder platform meetings, and stakeholder surveys. Survey on governance	<ul style="list-style-type: none"> - C, R and LGA at highest level support the application of D*D to NRM and are constructive, and facilitate stakeholder involvement and encourage partnerships. - Willingness of key stakeholders to contribute to improving NR governance
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