

Ministry of Natural Resources and Tourism



Kigoma Regional Secretariat



Participatory Baseline Study

**Natural Resources Management For Local
Economic Development in Kigoma Region**

FINAL REPORT

Submitted by:



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List of Abbreviations and Acronyms

BLS	Baseline Survey
BMU	Beach Management Units
BTC	Belgian Development Agency
CBO	Community Based Organization
CBNRM	Community Based Natural Resource Management
DC	District Council
DED	District Executive Directors
DeNRM	Decentralized Natural Resources Management
DFP	District Focal Point
DFT	District Facilitation Team
DLT	District Land Trinunal
DTA	District Technical Advisor
FGD	Focus Group Discussion
GDP	Gross Domestic Product
Ha	hectare
IDI	In-Depth Interview
Kg	Kilogramme
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MAFC	Ministry of Agriculture Food Security and Cooperatives
MNRT	Ministry of Natural Resources and Tourism
NBS	National Bureau of Statistics
NPC	National Project Coordinator
NGO	Non- Governmental Organization
NR	Natural Resource
NRM	Natural Resources Management
PIU	Project Implementation Unit
PFM	Participatory Forest Management

PPG	Pro-Poor Growth
RAS	Regional Administrative Secretary
RTF	Regional Facilitation Team
SACCOS	Savings and Credit Cooperative Society
SPSS	Statistical Package for Social Scientists
TFF	Technical and Financial File
ToC	Theory of Change
ToR	Terms of Reference
TZS	Tanzania Shilling
URT	United Republic of Tanzania
USD	United States Dollar
VEO	Village Executive Officer
VICOBA	Village Community Bank
VLC	Village Land Committee
VLUM	Village Land Use Management (Committee)
VLUP	Village Land Use Plan
WMA	Wildlife Management Area
WT	Ward Tribunal

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. The two Governments decided that one of the focus sectors for the Belgian Cooperation would be Natural Resource Management (NRM). The Ministry of Natural Resources and Tourism (MNRT) then requested the support of a project for development of a coherent bottom-up approach in decentralized NRM for LED. This approach revolves on strengthening the role of regional authorities, district councils and service providers for an effective and efficient implementation of NRM for LED. The project is implemented in six districts of the Kigoma Region, namely: Buhigwe, Kakonko, Kasulu, Kibondo, Kigoma, and Uvinza through selected landscapes. Direct beneficiaries of the project are the local users of NR organized in Community Based Organizations (CBOs) for NRM, Local Government Authorities (LGAs) and the non-state service providers.

The Baseline Survey (BLS) is a requirement of the Inception Phase of the NRM for LED project. It forms the genesis for implementation of monitoring and follow-up of project activities and provides validation of the project strategy through a revised Theory of Change (ToC). The Project contracted DataWorks Associates Limited to conduct the BLS. This report details the background, methodology, main findings and provides some key recommendations and conclusion.

Methodology

The BLS used a participatory approach and was executed according to the guidelines for carrying out baseline study of BTC as indicated in the Project Document (TFF) and the ToRs. Data sources for the study included MNRT, BTC, PIU, Kigoma Regional NR Office, Districts NR Offices, village governments and other key stakeholders such as NGOs, CBOs engaged in CBNRM, Microfinance institutions and value chain actors dealing with NRM in the Region. Data collection methods included secondary data/literature review, consultations with project team and stakeholders’ interviews. The data collection tools used included secondary data checklist, in-depth interviews, questionnaires and Focused Group Discussions (FGDs). Due to the geographic scope and time limitations’, sampling was done purposefully to ensure – depending on the source, there was either full or satisfactory coverage rather than generating statistically significant information. A total of 485 respondents were consulted or interviewed. The consultations also involved five workshops constituting of an introductory meeting for validation of the study design and Theory of Change (ToC), and three district workshops and a regional workshop for validation the ToC and study findings.

Data entry, processing and analysis was computer aided using CSPro for data capture and SPSS for analyses that were then converted to output data sets in other formats such as Microsoft Excel for ease of use.

Main Findings

Project Scope: The NRM-LED intends to cover all the six districts of Kigoma Region with activities implemented in a maximum of seven (7) landscapes and a maximum of six (6) villages in each landscape. This is an ambitious scale given the diverse NRM issues and the limited technical capacity identified in all district. The BLS recommends that the project adopts a phased implementation approach based on the identified landscapes selection criteria starting with the 3 first landscape candidates namely (i) Kigendeka -Kazilamihunda landscape in Kibondo- Kakonko districts; (ii) Mgera-Katundu- Kitanga landscape in Kasulu and Buhigwe districts and (iii) Nyamagoma landscape in Uvinza District.

However, it should be noted that land use planning in Kigoma Region were not near as advanced as assumed in the project document. In most of the landscapes identified – except for Uvinza and Kigoma districts, land use planning had not yet been done. Where land use plans exist, in most

cases, they have never been implemented. This is an important consideration in terms of what can be achieved during the project duration.

Theory of Change: The desired change will occur if there will be sustainable utilization of NRs through viable NR related business enterprises by striking a balance between conservation and the economic opportunities in NRs. The Theory of Change addresses the change pathways at the output, outcome and impact levels and is based on the Logframe. The ToC approach, which encourages users to focus on change drivers, necessary pre-conditions for change to occur and assumptions that will influence whether changes can occur or not, is still a new concept to most stakeholders therefore would require continuous capacity development for the respective NRM-LED players. However, it is a very useful tool that will also guide questions to be asked during monitoring and evaluation of the project's results and outcomes.

Monitoring and Evaluation Framework and System: The baseline survey established what will be monitored and evaluated through review of the logframe provided in the TFF as reviewed by the project management before the survey. The indicators were reviewed to establish relevance, appropriateness, alignment and SMART-ness. The effectiveness of the indicators was also assessed. After establishing baseline, intermediate and target indicator values, more SMART indicators that will be used for tracking project performance, results and impact assessment were established. Based on the TFF and the BLS findings, a M&E Matrix was prepared. It identifies M&E events that will occur once, quarterly, bi-annual, and annual or during the evaluation cycles of the project. The M&E roles and responsibilities were also established including what the project should do to have an effective and efficient M&E.

With regard to Monitoring and Evaluation system, the survey established that the project should have the right people, procedures, tools, data and technology that will provide timely information for decision-making. To achieve this, the project management should:

- Maintain good relationships with the LGAs and staff involved with a view of making the activities of the project a high priority for everyone and institution involved in the M&E of the project.
- Ensure staff involved in the implementation of M&E of the project are conversant with the M&E procedures.
- Improve infrastructure such as file cabinets, hardware, software and humanware/skills, communication link and coordination for data collection, processing, storage and sharing.
- Ensure there is effective use of the M&E tools available such as the final LFA, ToC, M&E Matrix, Project Logic, ITT and questionnaires used in the BLS.
- The M&E implementation strategies are implemented (Such as timely update of the ITT, creation of adequate information management capacity at all levels, partnership to avoid duplication, build synergies and share lessons)..

Economic Opportunities: Over 85% of the total population of the region depends on agriculture for its livelihood. However, NRs provide an opportunity to compliment household incomes by selling the NR harvested and subsistence use after extraction (without selling or buying) as well as the revenue collected from NR related sources by LGAs and TFS for the social-economic development for the region. Since NRM-LED strongly promotes viable economic businesses related to NRM, the existing and potentials in NR need to be supported along the value chain. The support/facilitation would serve as an incentive for communities to engage more in sustainable NRM. Viability of such business as established by the BLS will depend on existence of reliable data to allow for informed utilization of the NRs at all levels.

Key viable economic opportunities include fisheries for Kigoma and Uvinza districts and beekeeping and forestry resources utilization value chain (harvesting, processing, and marketing) for all districts. Some issues to be addressed for viability of these NR enterprises include governance at LGAs level, capacity building in identification and preparation of business plans on NR related opportunities and identification/access to markets for NR products.

The survey established that women constitute a large group of communities involved in microfinance institutions through SACCOS and VICOBAs. This is an avenue for creating active participation of women in NR enterprises. The BLS also identified participatory land-use management approach through Village land Use Plans (VLUP) as an effective process that will contribute to improved NRs tenure and effective NRs management. Therefore, it is important for the project to focus on the development and implementation of VLUP as a basis for CBNRM.

The BLS established that LGAs collect reasonable amounts of revenue from NRs including forest use licenses and products' cess, and fisheries licenses. However, most LGAs were faced with challenges that affected realization of the full revenue potentials of these resources. The challenges include a mix-up of the understanding, interpretation and enforcement of the law on the ownership of forests, where the district councils could issue licenses to harvest and where the villages, districts and TFS were supposed to collect revenue from NRs. If not corrected, the situation will continue to affect revenue collections from NRM at various levels. Therefore, the project should ensure that activities aimed at strengthening governance under results 2 and 4 facilitate addressing these issues.

Project's Partners and Change Agents: Kigoma region has had a number of development partners including donor and NGOs active in NRM. Most interventions have been quite successful but remained as isolated icons that are not integrated in the village and district plans. The Regional Workshop established that the concept of Public Private Partnerships (PPPs) was not well understood and exploited. Nevertheless, there were partners' coordination that could be emulated. These included partnerships under TUUNGANE (a consortium between FZS, TNC and Pathfinder in Kigoma and Uvinza district) and WEKEZA (a joint programme between IRC, World Vision and Foundation for Civil Society). Expanded partnerships would be critical in some areas to avoid overlaps and duplications of efforts. This will not only ensure NRM interventions are integrated in the VDPs and DDPs but will provide platforms for service providers working on NRs to establish coalitions in the NR value chain. This will also help foster capacity development for NR service providers to establish strategic plans and share plans and lessons mostly for the CBO and the value chain members.

Establishment of the stakeholders' coordination mechanisms including the Landscape Stakeholders Meeting (LSM) and the District Stakeholders Meeting (DSM) is a plausible initiative under the NRM-LED. This will also address the challenge identified by the BLS where stakeholders indicated that the Local Government Authorities' accountability and willingness to facilitate NRM activities was limited.

Gender Considerations: NRs in Kigoma Region provide critical subsistence and livelihoods support for the majority of the communities including provision of fuelwood, timber, food, fruits and incomes. With increasing NRs degradation, women are the most affected group of the community. Project interventions related to strengthening the participation of women in decision making on NRM especially at village level is paramount. These would involve engagement in the Village Natural Resources Committees, the Village Land Use Management (VLUM) Committees and in respective CBNRM models to provide opportunities to tap NRs values and benefits. Mechanisms recommended would include organizing specific meetings on gender and governance at village and landscapes levels and implementation of village by laws on gender and governance. This will broaden awareness, develop capacity and strengthen opportunities for sharing of NR benefits among members across gender. **TUUNGANE, WEKEZA** and **CONCERN** were already implementing gender and governance related meetings in Kigoma Region on health and social services that NRM for LED can pick lessons from or get/provide reinforcement.

Implementation Strategy: The project is set up to address the bottom-up approach for Decentralized Natural Resources Management (DeNRM) for LED that includes strengthening of the role of regional authorities and service providers. Given the growing pressure on forests, fisheries, water and other land based natural resources; the project approach is to foster local economic development and conservation at 'landscape' scale.

The NRM-LED is therefore built on strong participation of the Community Based Natural Resource Management (CBNRM) groups and the value chain actors. These include Wildlife Management Areas (WMAs), Beach Management Units (BMUs), Participatory Forest Management (PFM), and Wetlands management, Beekeepers Associations, Pastoralist groups, Private sector and the village level institutions i.e. VLUMs and the VNRCs. Most of these CBNRM institutions are under various stages of development, mostly in the first four stages. The BLS established that capacity in terms of financing and technical support has been external with no guarantee for support through all the 6 stages. The project should focus and limit itself in facilitating CBNRM models and groups that are likely to be finalized and functional within the project's time frame. This should include capacity development for the district teams and supporting access to CBNRM regulation and guidelines while at the same time developing synergies with other partners to add value on this participatory NRM approach.

Landscapes restoration for ecological functioning can be achieved through supporting management of NRs and demonstrated economic benefits. Capacity building for the CBOs and Value chain actors including technical facilitation will be necessary. It should enable them making use of necessary NRM planning and implementation tools for community level use and implementation.

The BLS also found out that the capacity of most LGAs was largely low in terms of numbers and skills. While the project is not responsible for placing staff with the necessary skills in the districts, the latter as key implementers should develop the necessary capacity while the project adopts alternative strategy in the interim including engaging service providers such as CBOs, NGOs, CBNRM groups and value chain actors to support implementation of relevant activities. The project should also develop and implement a capacity development plan in collaboration with the LGAs including training in conflict management related to NRM.

1. INTRODUCTION

1.1 Background and Context

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). Within the recent policy framework, the Ministry of Natural Resources and Tourism (MNRT) requested the support of a project for development of a coherent bottom-up approach in decentralized NRM for LED. This approach revolves on strengthening the role of regional authorities, district councils and service providers for an effective and efficient implementation of a regional NRM for LED. The project is implemented in six districts of Kigoma Region, namely: Buhigwe, Kakonko, Kasulu, Kibondo, Kigoma Rural, and Uvinza through the landscapes. Direct beneficiaries of the project are the local users of NR organized in Community Based Organizations (CBOs) for NRM, Regional and Local Government Authorities and the non-state service providers.

1.2 Purpose

This Baseline Survey (BLS) is a requirement of the Inception Phase of the NRM for LED project. The Project contracted DataWorks Associates Limited to conduct Participatory Baseline Study on Natural Resources Management for Local Economic Development in Kigoma Region. The BLS was executed as stipulated in the Technical and Financial File (TFF) and the Terms of Reference (ToR) indicated in *Annex I* of this report. The Baseline report is the genesis for implementation of monitoring and follow-up of project activities and provides inputs to the revised Theory of Change (ToC) for the NRM-LED project.

1.3 Objectives

The objectives of this BLS as indicated in the Terms of Reference are:

- a) To enable the project to validate the project strategy as captured in the Technical and Financial File (TFF), by producing an updated 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.
- b) 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.
- c) To assess the economic opportunities at the villages/landscape, district and regional levels, propose economic indicators (qualitative and quantitative economic indicators – linked to NRM), and establish their baseline and target values.
- d) To assess the current situation on women’s participation on NRM related activities and decision making and propose measurable indicators.

1.4 Scope of the Assignment

1.4.1 Geographical Coverage

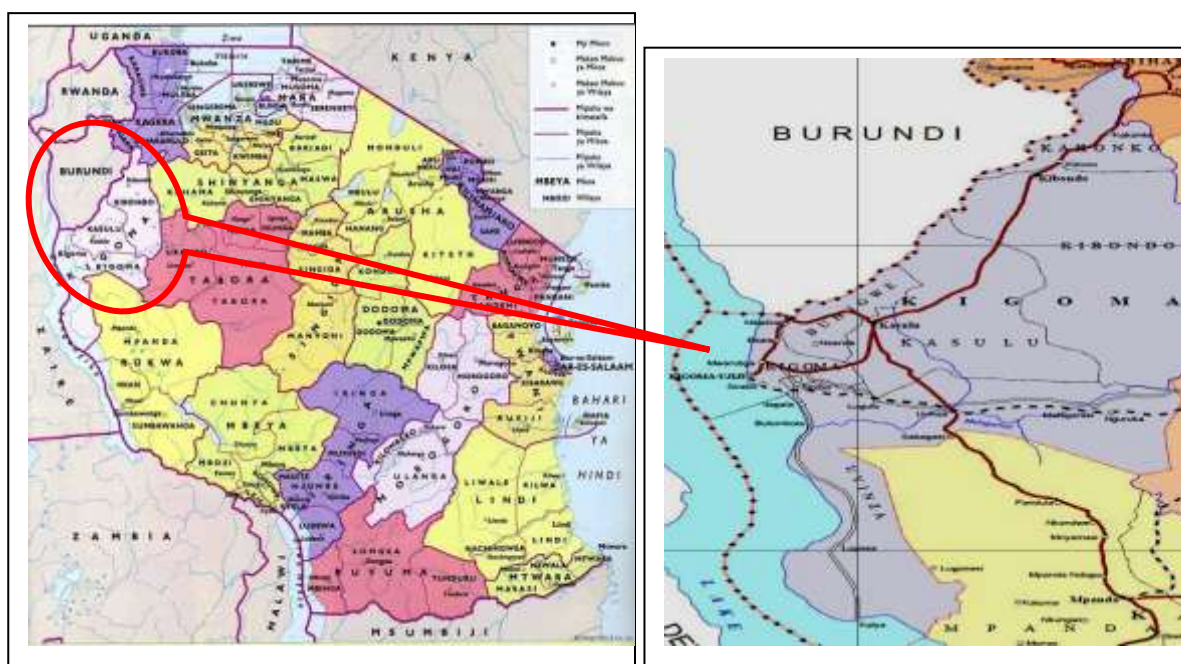
The baseline study covered all the six districts of Kigoma Region in five priority landscapes with a total of 18 villages identified by stakeholders as shown in *Figure 1*. The landscapes and respective villages studied were:

- (1) Mgera Katundu, Kitanga Forest landscape shared by Kasulu and Buhigwe Districts. This covers Mgera, Katundu and Kajana villages in Buhigwe District; and Herushingo, Kigadye and Kitanga (recently split into Katanga and Kuyungwe) villages in Kasulu District. The study

covered Herushingo, Kigadye and Kitanga villages in Kasulu district and Mgera, Katundu and Kajana villages in Buhigwe district.

- (2) Nyamagoma landscape in Uvinza District that covers Malagarasi, Kasisi, Mtegowanoti, Ilalanguru and Chagu villages. The study covered Malagarasi, Kasisi, and Ilalanguru villages.
- (3) Lake Tanganyika landscape with Mtanga, Kigalye, Mgaraganza, Kagongo Villages in Kigoma district. The study covered Mtanga, Kigalye and Mgaraganza villages.
- (4) Kungwa landscape in Kakonko district covering Kabare, Gwarama, Rumashi, Nyabibuye and Churazo villages. The study covered Gwarama, Rumashi and Churazo villages.
- (5) Kigendeka landscape in Kibondo covering Kigendeka, Maloregwa, Kumhasha, Kumbanga, Kumkugwa and Kazilamihunda/Juhudi Villages. The study covered Kigendeka, Kumbanga and Kumkugwa villages.

Figure 1: Project Area



1.4.2 Main Tasks

The consultant team carried out the following main tasks:

- (a) Review of literature related to the relevant policy to identify links with the project intervention and planning framework; studies concerning the target area; tools and guidelines for sustainable NRM and Community Based Natural Resource Management (CBNRM) produced by the Ministry of Natural Resources and Tourism (MNRT) that include Wildlife Management Areas (WMAs), Participatory Forest Management (PFM) and Wetlands management; and Beach Management Units (BMUs) under the Ministry of Livestock and Fisheries Development. Other documents reviewed included development plans affecting the area; NRM-LED documents such as formulation studies, project inception plan, field assessments, reviews and consultation reports produced by the project during the Inception Phase.
- (b) Preparation of a detailed methodology addressing the ToR and incorporating inputs from the Project Implementation Unit (PIU).
- (c) Preparation and presentation of an Inception Report to the project team, MNRT and BTC; and carry out briefings with the PIU; BTC; MNRT; Regional authorities and other key stakeholders.
- (d) Analysis of the existing knowledge on economic values of natural resources and an assessment of local economic development trends in the natural resources sector over the past three years

together with projections for the future related to the foreseen results of the project.

- (e) Analysis of the level of women's participation on NRM, and the strategies used to mainstream gender issues for NRM. The team also explored the strengths, weaknesses and available opportunities of the existing gender strategies.
- (f) Site visits to meet key stakeholders at the regional, district and local levels. Main consultations were carried out in the districts with about 54% of the total study time spent in the districts and landscapes including district level workshops.
- (g) Site visits to selected CBNRM initiatives in the target areas and sampled at least two CBNRM sites in each district (covering a cross section of the five institutional models: WMA (*MAWIMA* in Uvinza), PFM/Beekeepers Associations (in Kasulu), BMU (in Kigoma/Uvinza), Village land use Plans (VLUPs), Pastoralist groups, private sector and resource users).
- (h) Visit to at least 2 microfinance institutions (Savings and Credit Cooperative Society SACCOS/ Village Community Banks - VICOBAAs) in each district and assessed the suitability and use of their services for CBNRM activities. This involved pre-validation of the institutions in the landscapes and consultations with the District Cooperative Officers (DCO) and Community Development Officers (DCDO) who are normally involved in their registration and monitoring.
- (i) Facilitation of three district level BLS workshops convened by the project (each workshop covered two districts and participants being members of the Regional Facilitation Team, District Executive Directors (DED), District Facilitation Teams (DFTs), Village Chairpersons and Village Executive Officers (VEO), representatives of the Microfinance Institutions, private sector and NGOs). The workshops were meant to combine participatory development of the ToC, with practical approaches to the baseline values. The workshops organized after the consultations also served to validate information collected and provided updates for the secondary data from the reviews.
- (j) Preparation of an aide-memoire with the key outcomes and conclusions.
- (k) Presentation of aide-memoire to an internal workshop at the regional level involving the project team, Regional Facilitation Team (RTF), District Focal Points (DFPs), National Project Coordinator (NPC) and BTC.
- (l) Analysis of data from the field and feedback input from workshops.
- (m) Preparation of the Baseline Report.

2. STUDY METHODOLOGY

2.1 Approach

The baseline study was executed according to the guidelines for the execution of baseline study of BTC and based on the TFF and the TORs.

As per the ToR, the BLS was implemented in a participatory approach. The team of consultants collaborated with the Project Implementation Unit (PIU) with great support and assistance from the identified districts support staff from each of the six districts who facilitated the district and village level visits, consultations and administration of some household survey questionnaires.

The consultants maintained the responsibility on quality and outputs of the study involving a mixed approach of independent technical review, advice, and facilitation of the district teams and stakeholders' process. The district teams and stakeholder also participated in the validation of findings, conclusion and recommendations. Upon its conclusion, the project will take up the BLS output and validate it through further stakeholder restitutions i.e. target group, change agents and other interested people/institutions) using participatory methodologies.

2.2 Study Implementation

2.2.1 Data Sources and Collection Methodology

The survey used various sources of data and data collection methods. Data sources included MNRT, BTC, PIU, Kigoma Regional NR Office, Districts NR Offices, village governments and other key stakeholders such as NGOs, CBNRM groups, Microfinance institutions, resources users, transformers and traders dealing with NRM in the Region and the districts. Data collection methods included secondary data/literature review, consultations with project team and stakeholders interviews. *Table 1* summarizes the sources of data and data collection methods for each objective.

Table 1: Sources of Data and Data Collection Methods

Objective/Subject	Source of relevant information	Data Collection Methods
(a) Validate the project strategy and produce an updated Theory of Change (ToC) for the project	MNRT, BTC, PIU, Kigoma Regional NR office, Districts NR offices and from other key stakeholders such as NGOs dealing with NRM in the Region and the districts	Secondary data/Literature Review
(b) Elaborate the M&E system of the project	<ul style="list-style-type: none"> PIU Project staff and stakeholders with M&E roles 	Secondary data/Literature Review Consultations with project team and stakeholders
Establishing Baseline intermediate value and Target Indicators' Values	<ul style="list-style-type: none"> MNRT, BTC, PIU, Kigoma Regional NR Office, Districts NR offices and from other key stakeholders such as NGOs dealing with NRM in the Region and the districts CBNRM initiatives' groups (WMA, PFM, BMU, VLUP, Pastoralist or Water User Rights Groups) Key resource users, transformers and traders Microfinance institutions (SACCOS/VICOBA's) 	<ul style="list-style-type: none"> Secondary data/Literature Review Consultations with project team and stakeholders Interviews
(c) Assess the economic opportunities (related to NRM) at the villages/landscape, district and regional levels	<ul style="list-style-type: none"> PIU CBNRM groups (WMA, PFM, BMU, VLUP, Pastoralist or Water User Rights Groups) Key resource users, transformers and traders Microfinance institutions (SACCOS/VICOBA's) 	<ul style="list-style-type: none"> Secondary data/Literature Review Consultations Interviews Information/lessons from other areas beyond Kigoma to judge on their practicality
(d) Assess the current situation on women's	<ul style="list-style-type: none"> CBNRM initiatives groups (WMA, PFM, BMU, VLUP, Pastoralist or Water User Rights Groups) 	<ul style="list-style-type: none"> Secondary data/Literature Review

Objective/Subject	Source of relevant information	Data Collection Methods
participation on NRM related activities and decision making	<ul style="list-style-type: none"> • Key resource users, transformers and traders • Microfinance institutions (SACCOS/VICOBA) 	<ul style="list-style-type: none"> • Consultations • Interviews

2.2.2 Data Collection Tools

Tools used in the data collection process and for the respective respondents included Secondary data checklist, In-depth interviews, Questionnaires and Focused Group Discussions as summarized in **Table 2** and detailed in **Annex II**. For the In-depth Interviews, respondents were mainly the Regional and District teams and the Focused Group Discussions were used for the Village Government Councils (Chairperson, VEO and leaders of the Village Natural Resources Committees – VNRC and Village Land Use Management - VLUM Committees. The Questionnaires were used for NGOs, Microfinance Institutions, CBNRM groups, CBOs, Value Chain Actors dealing with NR and the Households.

Formulation of the questions for these tools was based on the indicators to be monitored at Overall objective, Specific objective, Results and Activity levels as indicated in the Monitoring and Evaluation Matrix in **Annex III**.

Table 2: Summarizes of Tools Used for the Respective Respondents

Data Collection Tool	Respondents
Secondary data Checklist	The Project, Internet, Regional and District authorities including District Treasurer
In-depth Interview No.1	Regional Natural Resources Officer
In-depth Interview No.2	Regional Secretariat Town Planning
In-depth Interview No.3	Regional Fisheries Officer
In-depth Interview No.4	District Lands and Natural Resources Officer
In-depth Interview No.5	District Fisheries Officer
In-depth Interview No.6	District Planning Officer
In-depth Interview No.7	District Community Development Officer
In-depth Interview No.8	District Cooperative Officer
Questionnaire No. 1	One NGO specifically dealing with NR
Focused Group Discussion (FGD) -1	Village Government (Chairperson, VEO, Chairperson VNRC/VLUM Committees and 2 Members – Male & Female)
Questionnaire No. 2	Leader of Microfinance Institution (VICOBA/SACCOS etc)
Questionnaire No. 3	Leader of one CBNRM group operating in the village (WMA, BMU, PFM)
Questionnaire No. 4	Leader of one CBO specifically dealing with NR in the Village
Questionnaire No. 5	Value Chain Actors:
	Natural Resource user (for Business)
	Key Transformer/processor of NRs
	Traders dealing with natural resources products
Questionnaire No. 6	Heads of Household

2.2.3 Translation

The BLS used both English and Swahili languages. Field data collection at village and district levels was conducted in Swahili to ensure that respondents in these levels were comfortable with their responses while data collection at regional level was conducted in English. All communications and deliverables to the Client were done in English.

All tools (In-Depth Interview (IDI) guide and semi-structured questionnaires) and districts workshops' materials were prepared in English with subsequent forward and back translation into

Swahili. The original English document was compared with the back translation document to ensure accuracy of the translations.

2.2.4 Sampling Methods, Procedures and Sample Size

The target respondents or sources of data at the national, regional and district headquarters levels did not require sampling because they were known and few.

Because of the size of the area, time and financial resources limitations, samples for the following respondents were taken to represent the rest of the population:

- (a) Local institutions (CBOs engaged in CBNRM initiatives – WMA, PFM, BMU, VLUP; Pastoralist Groups) and microfinance institutions (SACCOS/VICOBAs);
- (b) Key resource users, transformers and traders; and
- (c) Households.

A combination of Stratified- purposeful sampling method was used because the districts and target villages were already known; some sources of information were also known and were stratified either by sub village, group, type, gender and household. The selection purposely ensured that only microfinance institutions, BMUs, WMAs and other CBNRM initiatives that were functional were selected for the survey.

The sampling procedure ensured that full or satisfactory coverage was done to generate the necessary information as per the data collection tools developed. Data collected significantly included qualitative information and secondary data to complement the quantitative primary data.

Based on the ToR requirements and the above limitations, a total of 485 respondents were consulted or interviewed. The sample size for each category of respondent was as summarized in **Table 3**.

Table 3: Sample Size for Each Respondent Category

Location	National, Regional, District Stakeholders	NGOs	Landscape Villages	CBOs	CBNRM Initiatives	Micro finance Institutions	Key Resource Users	Key Transformers	Key Traders/private sector	Households
National (BTC)	1									
Regional (Kigoma RAS)	3									
Buhigwe District	5	1	3	3	1	2	9	2	9	45
Kakonko District	5	1	3	2	1	2	9	2	9	45
Kasulu District	5	1	3	3	2	2	9	2	9	45
Kibondo District	5	1	3	2	2	2	9	2	8	45
Kigoma Rural District	5	1	3	3	2	2	9	2	9	45
Uvinza District	5	1	3	3	2	2	9	2	9	45
Total	34	6	18	16	10	12	54	12	53	270

The sampling procedure was as follows:

(a) Selection of Districts

All the six districts were covered as indicated in the ToR.

(b) Selection of Landscapes and villages

All the five landscapes identified by the stakeholders as indicated in Section 1.4.1 were covered and for each landscape, three villages were covered per district making a total of 18 villages.

(c) Selection of CBNRM Initiatives, NGOs, CBOs and Microfinance Institutions

At least two CBOs engaged in CBNRM and one NGO were sampled at each site and the same number of Microfinance Institutions in each District. The selection of CBNRM sites and

Microfinance Institutions was random but guided by district teams at District Executive Director's (DEDs) offices based on their presence and functioning in the respective landscapes.

(d) Selection of Key Resource Users, Transformers and Traders

List of key resource users, transformers and traders was randomly drawn from village members involved in the respective category.

In each district, nine resource users, two transformers and nine traders were selected for the rapid assessment survey.

(e) Selection of Households

For each village, 15 households were purposely selected for the survey representing the village geographical coverage (all sub village), income levels and representation of those headed by female.

2.2.5 Mobilization

The data collection tools, protocols and procurement of the supplies was done by the consultants and shared with the district support teams including orientation.

2.2.6 Pre-test and Piloting

Pre-test was done through exercises on the field protocols and mock interviews/focus group discussions. Piloting was done at Kaseke, Simbo and Kasuku villages in Kigoma Rural District for selected communities that were not covered by the main BLS. The pre-test was meant to assess completeness and logical sequence of the questions and to check whether the questions were set in a form that could be easily understood by respondents. Revised tools were then prepared after the pre-test and pilot.

2.2.7 Data Collection Technology

Primary data was collected through face-to-face interviews using the traditional Pen-and-Paper Interviewing (PAPI) technology. Observations were also done on the status of various NRs and the physical facilities in the households including farms, houses and food stores to triangulate quantitative and qualitative data provided by the respondents. Pictures were also taken to support some facts provided i.e. on the status of the NRs and uses.

2.2.8 Data Collection Procedures

Data was collected hierarchically from national, regional, district and local level. Secondary data was extracted from literature reviewed and administrative records using checklists.

There was one moving team of data collectors under the supervision of the consultants in the districts and landscapes. Consultations during data collection at all levels, started with the team paying courtesy call and briefing for the main host i.e. the Regional Administrative Secretary (RAS), District Executive Director (DED) and VEOs. The protocols/manuals include the necessary preambles and procedures.

2.2.9 Data Entry and Processing

Data entry, processing and analysis was computer aided using CSPro for data capture and SPSS for analyses that were then converted to output data sets in other formats such as Microsoft Excel for ease of use.

The entry and analysis involved data quality control/verification process inbuilt into the data management system that clearly identified data entry range restrictions and consistency checks to appropriate values leading to a pop up dialog box for any violation. Data processing was done

according to standard procedures and was geared towards obtaining figures for the desired indicators. Data processing activities included:

- (a) Data cleaning using consistence checks to identify inconsistencies and cleaning for outliers,
- (b) Double data entry,
- (c) Data processing to obtain the desired tables of indicators, and
- (d) Preparing Output tables based on the tabulation plan.

Due to challenges of qualitative data, the analysis carried out word-for-word transcription of digital recordings. Transcription was done by direct typing into the computer. The transcribed texts were translated into English. The translated file was reviewed for consistency by comparing with original text. The consultants manually reviewed and edited the scripts to establish patterns or themes and prepared a qualitative data entry plan guide on aggregation of similar responses/answers. The notes taken during the interviews were also integrated into the transcripts to qualify the findings and recommendations. Case studies on various research agenda/questions were also detailed in the transcript as they were explored and discussed.

Analysis of quantitative data used descriptive statistics, charts and diagrams. Data was disaggregated by sample strata as explained in the sampling section, including gender whenever appropriate.

2.2.10 Workshops

There were a total of five workshops constituting of an Introductory Meeting, three District Validation Workshops and an Internal/Regional Workshop. These workshops were organized for various purposes as follows:

(a) Introductory Meeting

The introductory meeting held in Kigoma Town with representation from project team, briefing with the PIU, RFT; DTA, DFP, regional officers and other key stakeholders from the districts. This was preceded by a courtesy call to the regional authorities. This meeting served to introduce the BLS in one round reducing the need for such meetings at district level. The meeting sought to introduce the assignment, its methodology and roles and responsibilities of each participant during BLS and Project's M&E.

The agenda of the meeting was as follows:

- Icebreaking meeting after arrival in Kigoma
- Update on the Project and its ToC
- Introduction of the BLS and its activities
- Roles and responsibilities during BLS and Project's M&E
- Power Point Presentation (PPP) of the Inception Report
- Discussion and inputs from participants
- Refinement of data collection tools

(b) District Validation Workshops

There were three (3) district workshops (each for 2 districts) in Kigoma (for Kigoma Rural and Uvinza Districts), Kasulu (for Kasulu and Buhigwe Districts) and Kibondo (for Kibondo and Kakonko Districts). The workshops were held after completion of national, regional, district and local/landscape data collection. These served as introduction and validation meetings that made stakeholders to understand more the ToC and provide additional inputs to the information collected.

The workshops involved the Project Team, Regional Facilitation Team, District Facilitation Teams, District Technical Advisors, District Focal Points, CBNRM groups and Microfinance institutions, and other key stakeholders from the landscapes as per the institutional relationship structure of the project.

The agenda of the workshops was as follows:

- (i) Participatory development of the ToC

- (ii) Project priorities and geographical scope
- (iii) Introduction and validation of the BLS findings including the baseline and target values/indicators.
- (iv) Resources and economic opportunities to be addressed
- (v) Roles and Responsibilities
- (vi) Way Forward

(c) Regional Workshop

The Regional Workshop was held in Kigoma Town at the end of the mission with participation of the RFT, DFPs, NPC, BTC and MNRT.

The agenda of the meeting was as follows:

- (i) Theory of change - Participatory development of Theory of Change
- (ii) Presentation of the Aide memoire
- (iii) Discussion and Comments
- (iv) Wrap-up and way forward

2.3 Deliverables

Deliverables of the BLS were as required by the ToR, namely:

- (i) An inception report with detailed methodology after the literature review stage and before field mission addressing all the conceptual and operational requirements of these TOR.
- (ii) Aide Memoire at the end of the field mission for presentation at the regional workshop. The Aide-memoire covered the key outcomes from the mission including draft Theory of Change and M&E Matrix and the outputs of the district workshops.
- (iii) Draft BLS report in English (as per the Template ‘Model BLS report’) including but not limited to:
 - Results of NR situation analysis
 - Analysis results of gender participation in natural resources management related issues including how benefits are shared across sex and an analysis of the existing gender strategies within NRM.
 - Economic analysis of the value of NR, including both tapped and untapped economic opportunities that relates to the use of NR.
 - A monitoring and evaluation matrix with baseline and target values (both the intermediary and end of project target).
 - A risks management plan - detailing likelihood, impact and ways to mitigate against the identified risks.
- (iv) Final report upon receiving comments on the draft report.

3. MAIN FINDINGS

This section describes the main BLS findings based on the major objectives of the study related to the project's Theory of Change (ToC), M&E including establishing baseline and target indicators' values, economic opportunities on the use of NR and women's participation on NRM related activities and decision making. The findings include a description of contextual issues, scope and other issues including lessons learned from NRM in other similar settings that substantiate the recommendations made.

3.1 Kigoma Development Context

Kigoma Region is one among 25 regions of mainland Tanzania, located on the western part of the country, between 3.5° and 6.5° south and between 29.5° – 31.5° east. The region's capital is Kigoma Municipal Town. The town has the largest port of Lake Tanganyika. The region is bordered to the north by the Republic of Burundi and the Kagera Region of Tanzania. To the east, it is bordered by the Shinyanga and Tabora regions, to the south by the Katavi Region, and to the west by Lake Tanganyika, which forms a border with the Democratic Republic of the Congo. The region is divided into seven Local Government Authorities as shown in the *Figure 1*. According to the 2012 national census, the region had a population of 2,127,930, which was higher than the pre-census projection of 1,971,332. For 2002-2012, the region's 2.4 percent average annual population growth rate was tied for the fourteenth highest in the country. It was also the sixteenth most densely populated region with 57 people per square kilometer. The population trend of Kigoma Region was 473,443 in 1967, 648,941 in 1978, 856,770 in 1988, 1,679,109 in 2002 and 2,127,930 in 2012. Therefore, between 1967 and 2012, the population of the region had more than tripled (an increase by 349%).

As opposed to some other regions in Tanzania, population increase in Kigoma is partly attributed to influx of refugees from unstable neighboring countries of Burundi and DR Congo (Ngowi, 2013). The influx of refugees has substantial impacts on the natural resources especially forests. Refugees too have been among the major causes of influx of various interventions in the region. They include those of local and international organizations such as United Nations (UN) agencies, international Non Governmental Organizations (NGOs) and local NGOs.

According to the National Accounts of Tanzania Mainland (URT, 2014), the regional Gross Domestic Product (GDP) at current prices for the year 2012 was estimated to be TZS 1,259,169 million (about 2.65% of the national GDP) with a per capita income of TZS 608,652 (USD 387). The national estimate for 2012 was TZS 1,025,000 (USD 652). Agriculture is the predominant economic sector in Kigoma region. Over 85% of the total population depends on agriculture for its livelihood (Kigoma Region Socio-Economic Profile 1998). The bulk of agricultural production the rain fed smallholders that employ very little capital with main inputs being labour and land. Fisheries, beekeeping and water supply are also major contributors to the economy of the region.

Nevertheless, according to the Kigoma Region authorities, <http://www.businesstimes.co.tz/index>, Kigoma was "Poor in Numbers but Rich in Reality" because figures on Kigoma region by the National Bureau of Statistics (NBS), which ranked Kigoma as the fourth poorest region in Tanzania by 2012, did not portray the reality on the ground, especially when compared with Coast, Dodoma, Singida, Mpanda, Rukwa and Lindi regions that had better NBS figures but visually poorer than the Kigoma Region. The difference in the figures could be attributed to the use of different bases and methods. Data collected from the Councils also had typographic errors that had to be corrected using other sources (Robert Otsyina and Aida Isinika, 2014). According to Busalama (2015), the majority of the households whose members were interviewed were getting 2 or 3 meals per day. There were no household that had ever gone without food in a day. According to Tanzania in Figures (URT, 2013) the national averages in 2012 were 2%, 52% and 45% for one, two and three meals, respectively. The survey established that the number of meals in Kigoma Region was 0%,

62% and 24% for one, two and three meals, respectively. This indicates that households in the Kigoma Region had adequate food for subsistence consumption.

The 1998 Kigoma Social-Economic Profile indicated that potential investment areas include: agriculture, livestock, forestry, beekeeping, fisheries, industrial development, roads, communication network, energy, health, education, water supply, tourism and wildlife.

Economic infrastructures in the region include rough roads connecting the villages, wards, districts and the region to other regions. However, at time the Baseline study was conducted, there were major road construction projects that – once completed – will improve linkage of the region with markets in other parts of the country. There was already a tarmac road connecting Kigoma District with Burundi through Manyovu border. There is already a road connecting Kigoma Ujiji with Uvinza and other parts of the country through Tabora was under construction and some parts such as Kigoma-Uvinza-Nguruka had already been made tarmac with the strategic “Kikwete Bridge” on the Malagarasi River opened. Towards the north, the road connecting Kigoma Ujiji with Kasulu, Kibondo and Kakonko up to Nyakanazi transport node had two tarmac contractors on site. Once these projects are completed, travel between Kigoma town and the rest of the country will be reduced from several days to just one day. Towards the southern part of the region, a ferry was already working across the Malagarasi River at Ilagala Village. There were several bridge projects aimed at connecting the hilly southern part of the region with Kigoma Ujiji and the rest of the country. Motor vehicles had already started servicing this part of the region that previously was accessible only by water with MV Liemba – the oldest ship in the world visiting the area once in ten days in a journey that was taking the ship to various ports along the wide spectrum of Lake Tanganyika including the neighbouring country of Zambia and sometimes hired to DRC and Burundi. There were also efforts to rehabilitate the ailing railway line connecting Kigoma Ujiji with Dar es Salaam and other parts of the county through Tabora. Some old engines and running stock had been rehabilitated and new ones purchased. The Kigoma Port had been revitalized and new improvement projects were underway. Once the ongoing roads projects are completed; products of Kigoma Region – including natural resources products - will access markets outside the region easily than before.

Other infrastructure include Lake Tanganyika ports for some wards/villages, electricity and telecommunication facilities. Communication infrastructures include radio stations as Radio Kwizela which is a local radio and Tanzania Broadcasting Corporation (TBC) radio and Radio Free Africa (RFA) which are national radios. Mobile phones, letters and public meetings are other ways of accessing information. Newspapers are also available in few wards especially those near the district head offices.

There are also interventions for construction and rehabilitation of various social and economic infrastructures. They include education, health, water and transport facilities as well as economic activities such as beekeeping.

The DPLOs interviewed during the BLS indicated that all villages in the six districts covered by the survey in Kigoma Region had development plans. However, most of the VDPs were not being prepared using O&OD process. The DPLOs also acknowledged that the plans were being submitted annually for consolidation into the DDPs. The situation analysis reports for four districts (Kakonko, Kibondo, Uvinza and Kigoma) that were available during the BLS indicated the following:

(a) Kakonko District

(i) Kungwa Landscape

Three out of five villages - Rumashi, Nyabibuye and Churazo had Village Development Plan (VDP) and were using O&OD tool. The report also noted that the O&OD knowledge was limited to only a few members in village and especially to Village Executive Officer and Extension Officers. Most of village leaders were new and had no knowledge of VDP and O&OD.

(ii) Kikundwamvura Landscape

One out of four villages (Nyakanyenzi Village) had VDP and was using O&OD tool. The O&OD knowledge was also limited to few members of the village and most of village leader had no knowledge of VDP and O&OD.

(b) Kibondo District

The situation analysis report indicated that only Kumkugwa village had Village VDP and was using O&OD tool to develop it. Only the VEO had the knowledge of O&OD.

(c) Uvinza/Kigoma

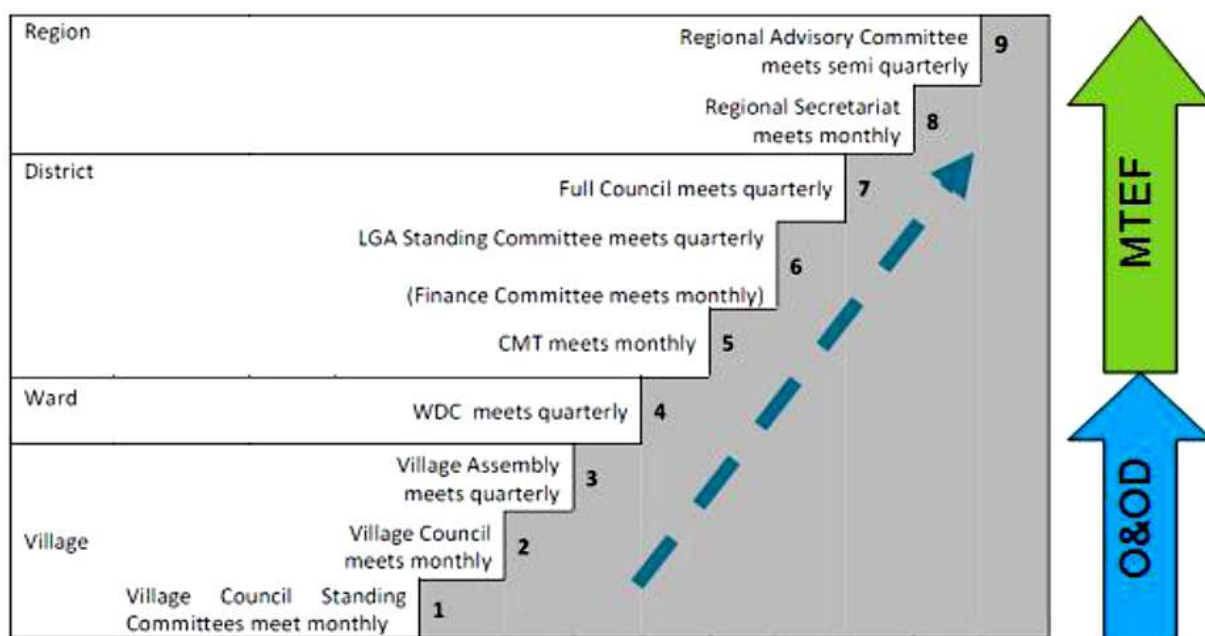
The report for these districts did not identify villages with VDPs and/or using O&OD tool.

The plans are made at the village level and forwarded to the ward and then district level. According to Ngowi (2013), the typical planning process is as follows:

- The planning process starts at village whereby villagers themselves initiate their problems, economic activities and developing particular projects.
- The projects are sent to the village council for discussion and selection of priorities depending on the village context and the resources available.
- General meeting for all citizens are held in order to discuss on the selection of priorities.
- The projects with priorities are sent to Ward Development Committee (WDC) for amendment and approval.
- The planned projects are forwarded to the District Council for amendment and approval
- The aggregated district plans are submitted at the Treasury for amendment, approval and funding.

The TFF detailed and presented the above process diagrammatically as shown in *Figure 2*.

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



However, the survey and the situation analysis report revealed that not all villages adhere to this planning process. Most of the plans are prepared by the Village Council or some members of Council. Therefore, the concept and practices of participatory approaches to development exist only in some of the villages and districts of Kigoma Region.

Typical sources of funds include funds from the Central Government, District Councils' own revenue which are normally very limited – estimated to be about 10% only of the total expenditure

for most Local Government Authorities (LGA), donor funds, community contribution (20%) of projects value, and contributions from Member of Parliament (MPs).

According to Ngowi (2013), challenges facing implementation of the plans include inadequate quantity and quality of education among the local communities whose formal education level is mainly primary school and in some cases (especially for elder generations) there is no formal schooling. Other challenges are inadequate budgetary allocation, delay in funds release, sub-standard implementation of projects and poor community contribution (normally required to contribute 20% of project value).

3.2 Natural Resources Situation in Kigoma Region

3.2.1 The Natural Resources of Kigoma

3.2.1.1 Forests and Wildlife

Kigoma Region has abundant natural resources with about 20,371km², or 45.1%, covered by miombo woodland with significant amount of timber in all the districts that include 14 forest reserves, with a total of 873,722ha and the remaining 1,163,378 hectares fall under general forest land. **Figure 3** shows the natural resources distribution in Kigoma Region. The more common timber species are *Pterocarpus angolensis* (Mninga), *Khaya nyasica* (Mkangazi), *Azelia quanzensis* (Mkora), *Milecea- exelsa* (Mvule), *Brachystegia spiciformis* (Mtundu), and *Pterocarpus* all species (Mkurungu). The miombo woodlands in the region constitute excellent beekeeping habitat potential with significant beekeeping taking place in Kasulu, Kibondo, Kigoma and Uvinza districts. Average annual honey production is about 43,830kg and 4,253 kg for beeswax. Forestry products include timber, building materials, charcoal, and fuelwood. The non timber forest products include honey, beeswax, medicinal plants, thatching grass and mushrooms.

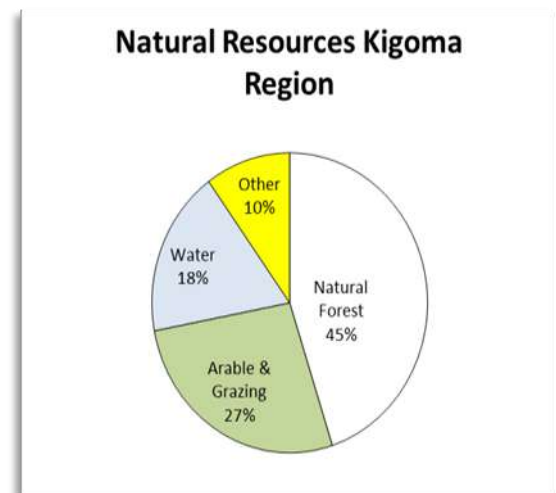


Figure 3: Natural Resources Distribution in Kigoma Region

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 that constitute the biggest tourist attraction. The Region also has a game reserve at Moyowosi, established in 1981 covering over 600,000 ha. Together with Kigosi GR and Ugalla GR, the Moyowosi GR makes up the Malagarasi-Moyowosi Ramsar Site (MMRS). The Moyowosi part of the 20,000km² Moyowosi/Kigosi Game Reserve lies in Kibondo District. The Game Reserve has several hunting blocks where tourist hunting is carried out. About 16% of revenues from block and trophy fees, collected by MNRT, should flow back to the villages surrounding the game reserve. This system may change with the operationalisation of the Tanzania Wildlife Authority (TAWA), which will be responsible for the management of game reserves. The wetlands of the Malagarasi-Muyowosi Ramsar Site support populations of Sitatunga (*Tragelaphus speki*) (Nzohe in Swahili), an antelope especially adapted to swampy habitats, and the rare shoebill stork, *Baleaniceps rex* or Bungunusi in Swahili.

3.2.1.2 Water and Fisheries

Kigoma region has the largest part of Lake Tanganyika which is shared between Burundi, Democratic Republic of Congo, Tanzania and Zambia. In the four countries, the means of subsistence of the populations mainly depend on the exploitation of natural resources, which in the specific case of fisheries generates an estimated annual turnover of US\$ 732 million and creates 1,600,000 jobs (Africa Development Fund, 2004). The territorial boundaries are not disputed and are accepted as recorded on official maps of the region. The Tanzania portion occupies 13,500 km² or about 41% of the lake surface. For Kigoma region, the biggest economic opportunity has therefore been fishing particularly for Kigoma and Uvinza Districts that generates about Tshs 57,603,097 and Tshs 40,282,516 in terms of

annual revenue for Kigoma and Uvinza districts respectively. The mostly common pelagic species are the *stolothrissa tanganicae* - sardine or dagaa in Swahili. This resource is however threatened by over fishing and illegal fishing practices both in Kigoma and Uvinza districts. Although some preliminary efforts were made in some pilot villages to develop fisheries co-management approaches including establishment of BMUs, increasing demand has resulted in overfishing across the Lake. Recent fisheries statistics collected by Kigoma and Uvinza districts and verified by the BLS indicate a catch drop of about 80% in the last three years. However, the district workshop for Kigoma and Uvinza established that the decline was also due to uncomprehensive data collection based on estimates.

The Region is also endowed with numerous rivers, the largest being the Malagarasi River, which drains into Lake Tanganyika. The Malagarasi-Muyowosi Ramsar Site (MMRS), which at nearly 34,000 km² is one of the largest in the world and Tanzania's first. It comprises of the Moyowosi-Kigosi and Ugalla Game Reserves, Makere Forest Reserve (Kasulu District) and non-protected areas along Lakes Nyamagoma and Sagara. The MMRS was nominated and accepted as a wetland of international importance in 2000 because the wetlands along the Malagarasi River, including lakes Nyamagoma and Sagara constitute an outstanding example of a floodplain ecosystem in East Africa. The wetlands in the Malagarasi Basin and its associated wetlands make up 30% of the catchment area for Lake Tanganyika. The MMRS extends into Tabora and Shinyanga Regions and the most important part of the wetlands lies in Kigoma Region. Lake Nyamagoma and its surrounding wetlands are shared by Uvinza, Kibondo and Kasulu Districts, while Lake Sagara extends from Uvinza District into Kaliua District in Tabora Region. The wetlands and water resources are under threat from encroachment of agriculture and/or unsustainable practices and unsustainable levels of livestock grazing, due weak enforcement of existing by-laws and none implementation of village land use plans.

3.2.1.3 Land

Kigoma region covers about 45,066 km² (4.8%) of the total area of Tanzania of which 37,037 km² is the land area and 8,029 km² is water. 27% of the area is arable land (Kigoma Region Socio-Economic Profile, 1998). Main crops grown include maize, cassava, millet, groundnuts, beans, banana, yams, rice, coffee and tobacco. The land use in the region is governed by Land policy (1997) and the respective land based laws i.e. Land and Village Land Acts (1999), the Courts (Land Disputes Settlements) Act, 2002; the Land Acquisition Act, 1967;) and the Land (Amendment) Act, 2004 and associated regulations of 2001, and the Village Land Regulations, 2001, the Land Use Planning Act, 2007. Other relevant sector policies include the National Agriculture Policy (2013), Forest Policy (1997), National Fisheries Sector Policy and Strategy (1997) and Wildlife Policy (2007). The Land and Village Land Acts (1999) define land tenure and provide for customary land tenure, access for prospective investors to acquire required land and acknowledge the need for reducing land use conflicts through appropriate land management and allocation. With effective land allocation and management as per the policy, land use conflicts are expected to be minimal. The Land Act provides for participatory land-use management approach that allows villages to use management committees (VLUM) to prepare Village land Use Plans (VLUP) on the village lands. When approved by the Village Assembly (VA), District Council and registered by the ministry responsible for land, the VLUPs are basis for surveying and providing individual land titles that improve tenure security.

The survey also established that development of land use plans had been supported but subsequent implementation was not support. That was the main reason for continued encroachment and land/resource use conflicts. The BLS established that a total of 72 VLUPs had been prepared in the Kigoma Region (constituting about 23% of the total villages in the region). Most (42) of the VLUPs were in Kigoma and Uvinza districts. Preparation of VLUPs of other villages was at various stages, mostly through the facilitation of donor and NGOs supported projects. However, it was evident during the BLS that there has been an increasing land and forest resources degradation. Due to limited completion of VLUPs, TFS continued to issue licenses and collect revenue on forestry resources in villages because it was "general land".

3.2.2 The Natural Resources Management Issues

Natural resource management in Kigoma Region is faced with a number of challenges ranging from thematic, administrative, governance, institutional to gender.

3.2.2.1 Thematic Natural Resources Management Issues

(a) Deforestation

Deforestation is a major environmental challenge in all the districts of Kigoma Region. The immediate causes of deforestation are shifting cultivation, poor agricultural practices, tobacco growing and curing that uses fuel wood, unregulated wood and non timber forest products (NTFP) harvesting, charcoal burning and human settlements. From the BLS, firewood use which is the mostly used forest product was estimated to about 2.17kg/person/day¹ indicating an average use of 4,617 tons/day for the region mostly drawn from natural forests. In all districts, uncontrolled bush and forest fires were common with significant reduction in forest regeneration. The BSL established an average household size of 5 people with majority in the ages of 0-15. With the annual population growth of 2.4% for the region and the limited household energy alternatives, fuelwood use is expected to be on the increase.

Kigoma region has also been a ‘home’ to refugees from Rwanda, Burundi and the Democratic, Republic of Congo. Kasulu district for instance, received about 70,000 refugees from Burundi within a period of two months (May-June 2015). They required wood for construction of shelter/settlements and firewood for cooking, which led to destruction of forests in the landscape. According to the Kasulu District Council estimations on firewood requirement of about 2kg/person/day for the refugees, an average firewood requirement for this number is about 140tons/day. This implies an increased pressure on the forests. The BLS established limited implementation of the VLUPs (as described in Section 3.2.1.3) in the district resulting in significant deforestation of the lands around refugees’ camp (**Plate 1**). The NRM for LED project would add value to *Mgera Katundu, Kitanga Forest* landscape by supporting development of VLUPs and facilitate implementation of the respective land use plans in collaboration with other stakeholders.



Plate 1: Refugees settling at Nyarugusu, Kasulu (Left) and a nearby forest (Right)

(b) Overgrazing

Kigoma region has a total of 513,330 heads of cattle. While this is not an alarming population, the region experiences an increasing influx of pastoralists from neighboring regions of Tabora, Shinyanga and Kagera which are already overstocked (**Table 4**).

Table 4: Cattle Population for Kigoma and the Neighboring Regions

Region	Cattle Population
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¹ Calculated from the use of an average firewood head bundle weighing 38kg used for 3.5 days for an average household of 5 persons

Kagera	1,012,798
Tabora	1,784,166
Shinyanga	2,966,172
Kigoma	513,330

Source: Livestock Sector Development Strategy URT (2010)

The BLS noted increasing forest land clearance resulting from immigration of pastoralists with large cattle herds. According to the Kigoma Region Socio-Economic Profile (1998), the impact of large cattle populations include clearance of forests for tsetse fly control. For agropastoral, the impact involves also land clearance for cultivation. Unregulated pastoralism was noted mostly in Kasulu, Kakonko, Kibondo and Buhigwe districts. In all districts, the pastoralists were both cattle keepers and farmers. Although there have not been escalated conflicts, the rapid and increasing large cattle influx has also been associated with increased land use conflicts between farmers and pastoralists especially in villages where VLUPs were not in place or not enforced. This was also noted to be a challenge where villages had no bylaws to regulate grazing both in the village land and the gazetted village forests. The NRM for LED need to facilitate development, finalization and implementation of VLUPs to ensure village lands are put to appropriate use including support for development and implementation of respective by laws, resource management plans prepared and capacity building on NR governance at village level.

(c) Unsustainable Fishing

Kigoma and Uvinza districts are the leading fishing areas in the region mainly from Lake Tanganyika. Overfishing has been associated with the drastic decline of fish stocks in the lake as indicated from the reduced revenue and prolonged period of non fishing. The drivers associated with overfishing include unregulated fishing activities done by illegal immigrants, illegal and unregulated fishing practices and destruction of breeding sites. For the other districts of Kasulu, Kibondo and Kakonko, fisheries resources are mainly in the wetlands and rivers. Fisheries resources in these wetlands are affected by siltation and overfishing mostly undertaken without proper licensing. A total of 10 BMUs had been established by TUUNGANE Project led by The Nature Conservancy – TNC. Among them, four (4) were in Kigoma District (Mwamgongo, Kagunga, Katonga and Kibirizi villages) and 6 in Uvinza District (Katumbi, Sibwesa, Kalya, Bihungu, Karago and Myobozi villages). These were already certified by the Regional Fisheries Officer (RFsO) in the form of CBOs engaged in CBNRM. Twelve (12) BMUs (Kirando, Mkuyu/Nyabusende, Sigunga, Irembe, Kaparamsenga, Kashagulu, Mgambo, Lufubu, Tambusha, Kangwena, Msiezi, and Kabeba) all in Uvinza District were in various stages of establishment. Nevertheless, most of the ten certified BMUs had progressed up to stage 4 of CBNRM process. This is because they were not fully operational and did not have management plans and by-laws. Capacity for the members and the leadership was also very weak including limited facilities and resources to execute their functions. The BMUs were intended to facilitate sustainable fishing; serve as agents of Central Government and LGA revenue collection, and carry out beach surveillance. The uncompleted BMUs do not fall under the already selected landscapes. The NRM for LED project could identify lessons from TUUNGANE Project that would be useful to facilitate the functioning of those in the landscapes of the project. It should also enter into partnerships with TUUNGANE Project in areas where NRM – LED can add value.

(d) Water Resources Degradation

Kigoma region has significant water resources including catchments, wetlands and rivers. Degradation of water resources in all districts of Kigoma Region was noted during the BLS resulting from destruction of water catchment and wetlands from deforestation, inappropriate land use practices mainly through cultivation and overgrazing. The overuse of water for irrigation in some areas especially where rice and horticulture farming schemes were established has led to reduced water flows in downstream areas. The wetlands' and rivers functioning have been affected by upstream and adjacent land uses including pastoralism, farming and also increasing decline of

wetland species such papyrus grass in the Malagarasi wetland that are critical for the Situngu habitat.

(e) Pressure on Wildlife

The pressure on wildlife was associated with increasing human populations, settlements adjacent to national parks, game reserves, game controlled areas and wildlife corridors. Fragmentation of wildlife habitats, encroachment and poaching for bush meat was also mentioned as a cause for the declining wildlife. Tanzania has introduced the Wildlife Management Areas approach to serve as an avenue for engagement of communities in wildlife management and ensuring that communities derive commensurate benefits from the wildlife resources. Currently there are 38 WMAs countrywide at different stages of development of which 17 have attained Authorized Association (AA) status. This is a Wildlife Resources User Right granted by MNRT for the WMAs to benefit directly from wildlife on their land.

According to the 2012 WMA Regulations, hunting is carried out in hunting blocks designated in the Resource Zone, Management Plan or the General Management Plan of the WMA. Thirteen of the 17 WMAs had up to 2012 (WWF, 2012) generated income from hunting activities with hunting block fee set between US\$18,000 and US\$ 60,000 for the season. The Guidelines provide for benefit-sharing mechanism where the government receives 25% of the block fees while WMAs get 75%, and the government (Treasury and Tanzania Wildlife Protection Fund) receives 85% of the permit fees while WMAs get 15%. An AA can charge fees higher than regulated and is entitled to keep 100% of revenue generated above the minimum that must be shared with the government.

The BLS established that, only one WMA, the MAWIMA in Uvinza District that has been in the process of being established in Kigoma Region since 2007/08. MAWIMA had gone through stages 1 to 4 of WMA establishment process. The main challenge for completion of the process was both financial and technical capacity. However, MAWIMA could learn from the nearby Uyumbu WMA in Urambo District, Tabora Region. Most of the WMAs countrywide were facilitated through donor supported projects. Uyumbu was supported by World Wide Fund for Nature (WWF) and United State Agency for International Development (USAID). Given the long time involved in completing a WMA, the consultant would not recommend of MAWIMA to be included in the activities of the NRM –LED project.

(f) Poor Agriculture Practices

Kigoma regional economy is dependent on agriculture. Farming in the region is associated with poor agriculture practices that include shifting cultivation, depletion of soils and soil erosion and poor application of fertilizers and use of agriculture inputs. Across the districts, farming is mainly through small holder plots of between one to four acres. With limited extensions services, production of maize which is the main food crop is quite low averaging 300kg (three bags) per acre.

(g) Poor Land Use and Governance

In all districts, there have been efforts to develop Village land use plans (VLUPs). Many VLUPs were incomplete or pending in the various approval stages and most having ended at stage 4 of their development. The BLS noted development of management plans did not take place to allow implementation of VLUPs. The BLS noted that sector management plans as per the VLUPs have not been developed. Some village communities were reverting to traditional land uses due to delays in finalization of VLUPs. The survey noted that haphazard cattle herding was evident in almost all villages visited. Incidences of land use conflicts between farmers and cattle keepers were acknowledged. Mr. Abel Bulge of Kajana village, Buhigwe district said, “... *palipo na wafugaji na wakulima bila mpangilio wa matumizi ya ardhi, migogoro haiwezi kukosekana kwa sababu ni uchungaji holela na ni vigumu kuzuia mifugo isiende mashambani wakati wa kuchunga na kwenda kwenye maji*” literally meaning “.. *where pastoralists and farmers co-exist without appropriate land use plans, cattle herding is arbitrary therefore it is difficult to avoid conflicts resulting from trespassing in farms while herding and on the way to watering points*”

Capacity building on the district level staff will be critical on the NRM for LED project to ensure ownership of the interventions at district level and facilitate and support the functioning of governance at village level in collaboration with other stakeholders in the respective landscapes.

3.2.2.2 NRM Governance Issues

(a) Prioritization of NRM

The survey found out that NRM was accorded low priority in Village Development Plans (VDPs) and District Development Plans (DDPs) despite their significant contribution to poverty reduction. This was because only three activities were included in the Annual/3-Year development plans of the 18 villages covered by the survey in the six districts. These activities were beekeeping (in Kasulu District), tree planting (in Kasulu and Kibondo Districts) and facilitation of village land use plans (in Kigoma District). It was further noted that the NRM activities included were funded by donors and NGOs. The baseline was informed by DPLOs interviewed that VDPs normally include infrastructure projects such as schools and health facilities with rare inclusion of NRM projects due to the influence of national priorities that are communicated to the villages. The NRM for LED need to facilitate village level NRM planning through engagement of district teams and other stakeholders.

(b) Village Level Governance

Most villages are faced with poor and inappropriate governance of Village governments in NRM. In the majority of villages, the Village Natural Resources Committees were non-existent and where such committees were established, they were serving as part of the Village Land Use Management (VLUM) Committees. Most of the committees were unclear of their roles and responsibilities since such committees were established without proper training. Poor NRM Governance including weaknesses in law enforcement. A good number of villages had neither prepared by laws or these were not approved. The districts and villages that had by laws in place, there was poor enforcement of these laws with community member not being aware of such laws, villages not having respective VNRCs and the village governments being unaware of the respective roles in NRM. Natural resources management is accorded low priority as demonstrated by limited resources allocated to NRM at district and village levels and the limited technical capacity including staff numbers and skills. This does not only lead to poor enforcement of the respective by laws, but also led to non implementation of the VLUPs. In most villages, there was also evidence of low accountability including poor democratic responsiveness of the leadership due to different political agenda. In some villages, revenue collected from natural resources were not accounted for during village assembly meetings. Even where arrangements for sharing of NR revenue have been agreed between the Central Government and LGAs, such funds have not been released in good time and when allocated to the districts, such revenue end up in the general budget and eventually not being available for re-investment in the NRM.

In a number of villages visited, the transition between leadership terms was quite fragile with no proper hand over and limited transparency on the operations of the previous leadership. Where such transition involved different political parties, political interests had overridden the development agenda leading to conflicts among community members. In Kitanga village in Kasulu and Mgaraganza village in Kigoma district for instance, handing over was yet to be done as of May 2015 between the leadership that ended in December 2014 and the elected village government. Some of the reasons raised included corruption issues, improper record keeping, and incompetence of the leadership. The NRM for LED project could support village governance issues including facilitating development of advocacy groups and NRM platforms through engagement of other stakeholders as appropriate.

(c) LGAs Capacity

Capacity both at district and village levels was generally limited as indicated in Table 51. In all districts, there was less than 50% of the required staff. In Buhigwe district, the district natural resources office had only three staff in, two being forest auxiliary staff who had no formal forest training. This had implication on both planning and implementation capacity for NRM.

In most villages, there was a noticeable weakness in enforcement of village by-laws, limited understanding of village natural resources and the importance of the VLUPs where these were in place. Capacity and understanding of village leaders on their role in NRM was poor, engagement of village community including all gender i.e. in O&OD process and village land use planning was also limited. While some villages were practicing various forms of “rudimental” CBNRM models, these were not guided by respective resources management plans. In almost all villages, the village councils indicated that there were no revenue collected although in all villages, there were numerous activities related to NR businesses such as fishing, timber harvesting, charcoal burning and firewood trade.

3.2.2.3 NRM Institutional and Administrative Issues

Some key underlying administrative issues on addressing natural resource management in Kigoma include:

(a) Stakeholders’ Coordination

Kigoma region has had a number of donor support including active NGOs. While most interventions have been quite successful, a good number remained as isolated icons that are not integrated in the village and district plans. Except for a few programmes that are implemented jointly such as TUUNGANE (a consortium between FZS, TNC and Pathfinder in Uvinza district) and WEKEZA (a joint programme between IRC, World Vision and Foundation for Civil Society), most other programmes are implemented through various organization with no coordination platforms. Further, NRM interventions are not integrated in the DDPs. NRM is still largely guided by sector approaches with for instance WMA focusing more on wildlife management and PFM center on forests even where these resources overlap in the same landscape.

(b) Central Government Facilitation

The government has introduced the D by D policy which has been applauded as a credible process to enable local level decision making on their priorities including NRM. This policy has however received limited facilitation from responsible government ministries and LGAs. The decentralization process has not been fully followed by the requisite resources (i.e. staff, finance and training) at all levels. Some examples include licensing and revenue collection for forest products and services. Tanzania Forest Service (TFS) collects 95% of the revenue in the districts while management of the forests is largely done by local government authorities that retain only 5% of the revenue. Delays in PFM certification, delays in approval of LUPs and by laws to provide for local level benefits indicate limitations in the devolution process. Therefore, most interventions in district councils and villages have remained reactive and opportunistic, mostly based on external funding.

(c) Capacity of the CBOs and Value Chain Actors

Most non state actors in NRM had limited capacity including CBOs, NGOs and the private sector. Most NGOs and CBOs involved in facilitating CBNRM initiatives have limited own revenue sources and mostly relied on external financing. These have however not been able to support fully the 6 steps to CBNRM to secure tenure rights. These organizations are also nonexistent in most villages. This capacity limitation (technical and financial) is related to most of these organizations operating based on project supported initiatives that have fixed time frame and limited flexibility. Policy and legal understanding is also limited especially the necessary CBNRM tools for community level use that are currently in English. In almost all villages, village leaders and resources users were unaware of the national operational laws on NRM. This could be one of the areas where the NRM for LED project need to support at village level in collaboration with other stakeholders in the landscapes.

(d) Poverty

Most communities in the rural areas depend on and derive their livelihoods from NR for subsistence and trading. With increasing population (2.4% population growth and an average

household size of 5.7), NRs have continued to be under increasing pressure. This is an area where the NRM for LED project need to facilitate and support appropriate technological solutions and NR economic opportunities for wise use of natural resources, alternative livelihood interventions and governance of NRs at village level to ensure NRs provide sustainable benefits.

3.3 Project Design

3.3.1 Background and Rationale

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. The project is implemented in six districts of Kigoma Region namely Buhigwe, Kakonko, Kasulu, Kibondo, Kigoma Rural, and Uvinza.

Within the recent policy framework, the MNRT requested the support of a project for the development of a coherent bottom-up approach for Decentralized Natural Resources Management (DeNRM) 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. Given the growing pressure on land, water and other natural resources an approach is needed which facilitates the simultaneous framing of (local economic) development and conservation goals.

The project aims at addressing simultaneously conservation and local economic development objectives for the region, especially in areas with high pressure on NR. The integration of local economic development and environmental priorities require an intervention at ‘landscape’² scale. The approach should therefore be similar to the ecosystem management or landscape approach³.

Like any other intervention in NRM, the project will be guided by a complex set of relevant policies, legal and regulatory framework (see *Annex IV*).

3.3.2 Objectives

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 CBRNM*

² ‘Landscape’ is defined as an area delineated by an actor (in this case MNRT and the Belgium cooperation) for a specific set of objectives and is defined in broad conceptual terms rather than simply as a physical space, in which objectives, entities, rules and the area will change continuously.

³ The landscape approach is based on principles to reconcile agriculture & LED, conservation and other competing land use and emphasizes adaptive management, stakeholder involvement and multiple objectives.

The project addresses issues that cut across various sector domains. Therefore, an integrated approach is needed to avoid contradiction/overlap and ensure sustainable development and wise use of natural resources.

3.3.3 Time Frame, Budget and Beneficiaries

The Specific Agreement is for 6 years (March 2014 to February 2020). It has an inception period of 6 months and main implementation phase of 45 months and a closing phase of 6 months. The indicative budget of the project is Euro 6,453,500. A maximum amount of Euro 6,000,000 is contributed by the Kingdom of Belgium. The rest, Euro 453,500 is “in kind contribution” of the United Republic of Tanzania.

Indirect beneficiaries of the project are the government ministries such as MNRT, Vice-Presidents Office, Prime Minister’s Office – Regional Administration and Local Governments (PMO-RALG), Ministry of Finance (MoF), Ministry for Lands, Housing & Human Settlements Developments (MLHSD), Ministry of Agriculture Food Security and Cooperatives (MAFSC), Ministry of Livestock and Fisheries Development (MLFD) and Tanzanian Forest Services (TFS).

The direct beneficiaries of the project are:

- a) Kigoma Regional Administration;
- b) Local Government Agencies (The six district councils and selected village councils);
- c) Key Non-State Actors [NGOs, CBOs/groups engaged in CBNRM, Microfinance Institutions (MFIs) and private sector actors along the NR value chain]; and
- d) Local Communities.

The key stakeholders include MNRT, the beneficiaries and implementing partners. The roles of local key implementing partners (actors) are as follows:

Actor	Role
RAS (Regional Offices)	Coordination, support and supervision of District Councils
District Councils (District Officers)	<ul style="list-style-type: none"> ▪ Coordination, support and supervision of Village Councils ▪ Investment in NRM related activities (e.g. Fire Corridors)
Village Council	<ul style="list-style-type: none"> ▪ Organization of NRM on village land ▪ Granting of Right of Occupancy
NGOs	<ul style="list-style-type: none"> ▪ Support to CBOs ▪ Involvement in DeNRM-LED ▪ Lobbying at different levels to improve governance and performance in NRM
Microfinance Institutions (MFIs)	SACCOS and VICOBA to provide affordable credit
CBOs/CBNRM groups	Involvement in DeNRM through investments
Private Sector	Corporate and other private actors’ involvement in DeNRM through investments
Villagers (Local Communities)	Primary Stakeholders: involved in decision making on the use of NRM

The project will focus on strengthening these actors in their respective roles and the strengthening of their interactions.

3.3.4 Organization and Institutional Relationships

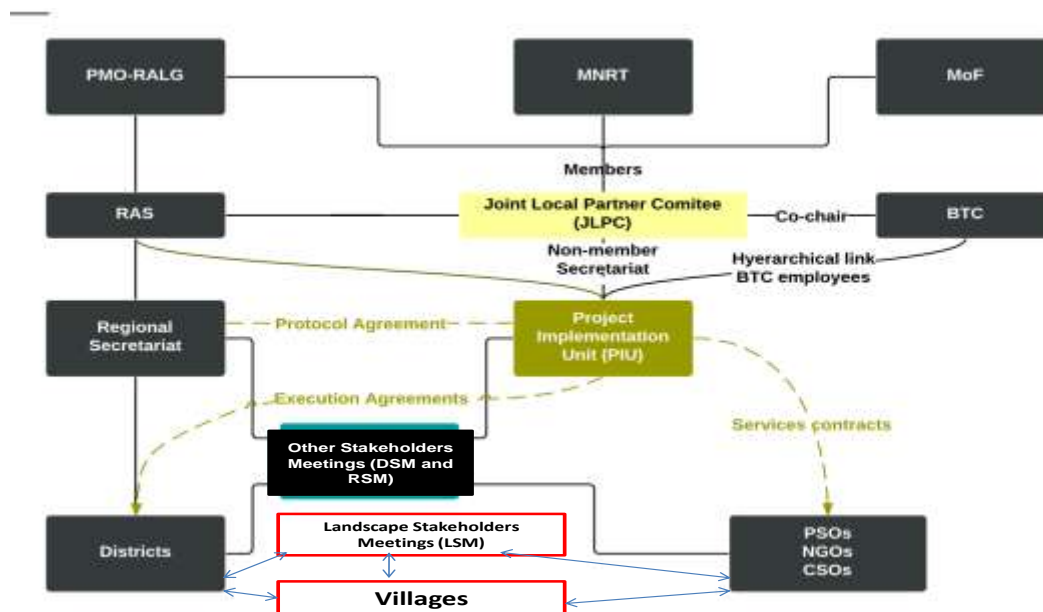
The project implementation, PIU, is anchored at the regional secretariat level (RAS’s Office). The Ministry of Finance (MoF) is responsible for supervision of the financial aspects while MNRT is responsible for the technical arrangements of the project.

The apex body of the project is the Joint Local Partner Committee (JLPC) which will function as the Project Steering Committee under the chairmanship of MNRT, the Regional Administrative Secretary (RAS) of Kigoma Region, with representatives of PMO-RALG, MoF and the BTC Resident Representative. Other line ministries and relevant agencies may be invited to participate in the JLPC on an ad hoc basis. There is a National Project Coordination where MNRT appoints National Project Coordinator (NPC). At the regional level, there will be Regional Stakeholders

Meetings (RSM) chaired by the RAS organized by the PM and Regional Facilitation Team (RFT). At the districts there will be District Stakeholders' Meetings (DSMs) chaired by the District Executive Director (DED). Members to the DSMs include District Technical Advisors (DTAs), District Facilitation Teams (DFP), (DFTs), CSOs and the private sector representatives. The DED is the officer in-charge experts at district level, other stakeholders including NGOs, CSOs and the private sector representatives. At the district level as well, there will be a DFTs chaired by the DED and made up of specialists in various sectors that will backstop implementation of the project. The DED will be the Officer In-charge of supervision of the project as mandated by the District Council.

Review of the institutional relationships structure of the project during the BLS found out that the structure as given in the TFF had omitted villages and Landscape Stakeholders' Meeting (LSM). Villages in the selected landscapes and their committees are the lowest but very important level of NRM. At the Village level, the village government will be responsible for planning and coordinating implementation of respective activities. The villages will link to the district and landscape level of the project with PSOs, NGOs, CSOs and the community members. **Figure 4** presents the institutional relationships structure of the project as given in the TFF and as reviewed to include the landscape and village levels. The village and LSM levels that need to be introduced into the structure are marked with **red borders**. The structure fits well with the decentralized project implementation strategy and embodies a true participatory NRM concept with more planning and implementation placed at the landscapes level.

Figure 4: Steering and Implementation Structures



3.3.5 Human Resources Capacity

NRM –LED’s human resources capacity will comprise of project’s employed staff and human resources of LGAs that will provide services as explained in the institutional relationships structure of the project. The employed staff will comprised of the following:

1) **Project Management (PM):**

- Project Manager (PM) and
- International Technical Adviser serving also as a Co-manager (ITA & Co-manager)

2) **Project Technical Team:**

Project Technical Team will be composed of the following staff:

i) **Regional Level:**

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

- 1 Advisor for Planning and Monitoring & Evaluation

ii) District Level:

- 1 District Focal Point (DFP), NRM Officer in each district
- 3 District Technical Advisers (DTAs) – for the 6 districts, one will be responsible for 2 districts

iii) Other Staff:

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

At Regional Level:

- 1 Administrative and Financial Officer
- 1 Accountant
- 1 Administrative Assistant/Secretary
- 3 Drivers

At District Level: 3 Drivers

In total the project has 6 drivers.

Section 7.4 of the TFF provides job description for each job position. During the baseline survey, all the job positions for project management and district technical team and other staff had been filled. The Advisor for Planning and Monitoring & Evaluation had already been employed. Recruitment for other job positions for regional Technical Team was at advanced stage. The Administrative Assistant/Secretary was yet to be employed.

3.3.6 Selected Landscapes

At the time of the BLS, five (5) landscapes had been selected for implementation of project activities. These were:

- **Landscape 1** (*Mgera Katundu, Kitanga Forest shared by Kasulu and Buhigwe Districts*): This covers Mgera, Katundu and Kajana villages in Buhigwe District; and Herushingo, Kigadye and Kitanga villages in Kasulu District.
- **Landscape 2** (*Nyamagoma Landscape*): Covering Malagarasi, Kasisi, Mtegowanote, Ilalanguru, Chagu and Kalalangabo villages in Uvinza District.
- **Landscape 3** (*Lake Tanganyika Landscape*): for Mtanga, Kigalye, Mgaraganza and Kagongo Villages in Kigoma District.
- **Landscape 4** (*Kungwa Landscape*): Covering Kabare, Gwarama, Rumashi, Nyabibuye and Churazo villages in Kikonko District.
- **Landscape 5** (*Kigendeka Landscape*): Covering Kigendeka, Maloregwa, Kumhasha, Kumbanga, Kumkugwa and Kazilamihunda/Juhudi Villages in Kibondo District.

These are delineated areas where ecosystem resilience will be maintained by the project so as to sustainably provide socio-economic and environmental benefits to local communities in the selected landscapes.

However, during the baseline survey, maps of the landscapes were yet to be prepared. It was found out that the project design had not included resources assessment as one of activities of the inception period.

3.4 Review of the Theory of Change

Review of this objective included collection and examination of literature pertaining to relevant policy and planning frameworks; formulation studies for the NRM-LED project and preliminary analysis and data produced during the design stages. The TFF, Logical Framework and result chain also provided the conceptual pathway. The CBNRM tools, guidelines and the socio-economic profiles and development plans for Kigoma region and the targeted landscapes in particular served to validate the project's logic. The desk technical review ascertained the Kigoma development

context, NRM situation and the problem analysis as contained in the TFF and established the causal linkages and appropriateness for the intended outcome, external drivers, stakeholders and the geographical scale in general.

The Theory of Change (ToC) conceptual framework describes how the impact (desired change) will be contributed to by the intended outcome (Specific Objective). The casual linkage is also established on the outcome as brought about by the results (outputs) ensuing from the set of interventions. The control factors and necessary preconditions and their likelihood within the available project resources and the logic were also reviewed in relation to the interventions seeking to deliver the desired change.

The BLS consultations were used to validate the conceptual framework and the project's ToC through the districts' BLS workshops and the Regional workshop.

The project strategy of CBNRM was also critically reviewed in the context of such initiatives in Tanzania and for Kigoma Region in particular. The design foresaw and assumed the 6 steps in the CBNRM planning and operational framework ending with securing access rights. The review provides suggestion on the level and process/pathway based on past experiences in CBNRM initiatives, resource status, governance systems and local economic development.

3.4.1 Framework for Theory of Change

The Theory of Change (ToC) is one of the best ways to describe how projects or programs lead to results. ToC is a strategic big picture of the project or program that includes issues related to the environment or context, which cannot be controlled by the project (www.tools4dev.org). It shows all the different pathways that might lead to change, even if some pathways are not related to the project. It could be used to complete the sentence "if we do X then Y will change *because...*" **Figure 5** diagrammatically presents reflective thinking on *how* and *why* the changes related to the NRM-LED project might happen and contribute to realization of expected impact based on *analysis of the context, hypothesis of change and an assessment of the evidence of change* as narrated below:

- (a) According to the National Sample Census of Agriculture (URT, 2007), the Kigoma Region has an area of 45,066 sq. kilometers (17,400 sq m), which is equivalent to 4.8% of the total area of Tanzania. Out of this area, 8,029 sq. km is water and 37,037 sq.kms or 3,703,700 hectares is land. Natural Forests cover the largest part of the region – 20,371sq.km. Section 3.2 and the Situation Analysis report of the project show that the region is endowed with forests, woodlands, wild animals, rivers, ponds, wetlands and minerals. There are Gombe and Mahale National Parks in Uvinza and Kigoma Districts, respectively, where chimpanzees are the biggest tourist attraction. There are also Moyowosi Game Reserve in Kibondo District and Kagera Nkanda forest reserve in Kasulu District. Moreover, there are district council and village reserved forests in each of the six district councils of the region. Therefore, the Kigoma Region is rich in natural resources that require sustainable utilization and management.
- (b) Review of literature has identified the following economic opportunities on the use of Natural Resources (NRs): timber, building poles, wood scaffold, ropes, thatching grass, charcoal, firewood, tourism, recreation, hunting, fisheries, drinking water, traditional medicines/herbs, honey, fruits, mushroom, water transport, pottery soil, trophy (animal/bird/wood), wood utensils, wood handles and materials for other products. Findings in Sections 3.2, 3.6 and 3.7 show that some of these opportunities were already known and tapped in the project area, but some were not.
- (c) Review of literature also indicates that the Kigoma Region is one of poorest regions of Tanzania. Over 85% of the total population of the region depends on agriculture for its livelihood. Despite abundance of NRs, extraction of natural resources is not among main economic activities of the region. The bulk of agricultural production comes from smallholders who employ very little capital. Sustainable extraction of NRs is an opportunity to compliment the lowly developed agriculture in the region. Section 3.1 shows the region had a GDP of USD 387 in 2012 against the national average of USD 652, implying that poverty in Kigoma Region

was higher than the national average; evidence that the region is in dire need for “Pro-Poor Growth” (PPG) interventions including complementing the poor agriculture sector with viable NR based business enterprises.

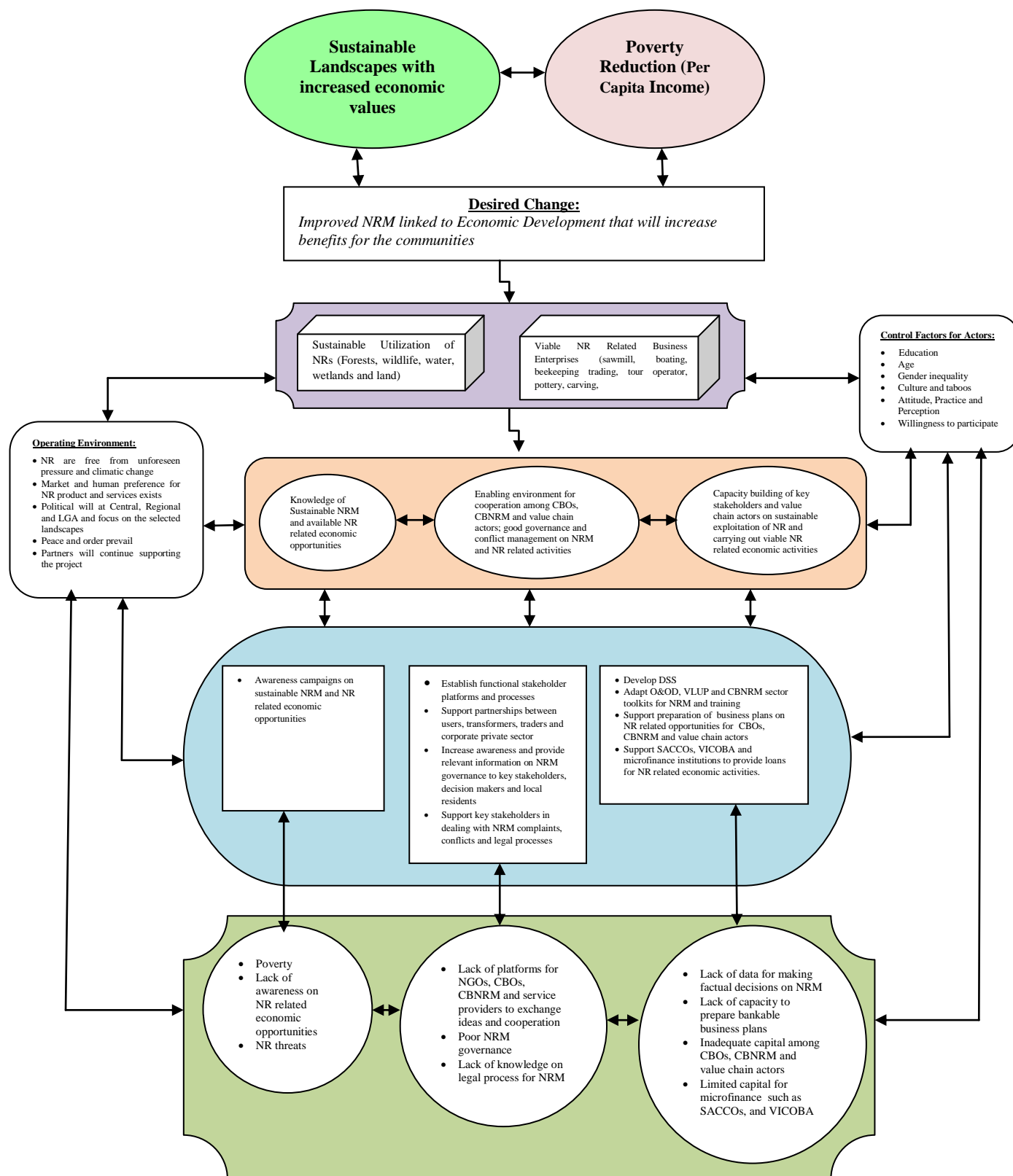
- (d) Based on the above context, the desired change or goal of the project is “*Improved NRM linked to Economic Development that will increase benefits for the communities*” which is presented in the rectangular box in the second row from the top of the diagram of the ToC in **Figure 5**. This desired change will occur if there will be sustainable utilization of NRs (Forests, wildlife, water, wetlands and land) through viable NR related business enterprises such as sawmilling, boating, beekeeping, trading, tour operations, pottery and carving as shown in the two boxes in the third row from the top of the diagram. This is because it is possible to strike a balance between the two main opposing schools of thoughts – the pessimists, usually ecologists and other scientists, who are convinced the earth cannot forever support the world’s demand for renewable and non-renewable resources. On the other side are the optimists, the economists, who are equally convinced that the earth, with market incentives, appropriate public policies, material substitution, recycling and new technology can satisfy the needs and improve the quality of human welfare of this and the following generations, indefinitely (Mensah and Castro, 2004). There is raising demand to reconcile ecological and economic objectives of NRs (OECD, 2011). The context analysis indicate that there are many NR related economic opportunities in the Kigoma Region and there are technologies to sustainably exploit NRs so as to produce products and services over a long time without exhausting the resources or causing ecological damage (ecosystem resilience maintained).
- (e) Sustainable utilization of NRs and establishment of viable NR related business enterprises shown in the third row from the top will occur if there will be the following: (1) Correct and adequate knowledge on sustainable NRM and available NR related economic opportunities (*First column oval text object in the fourth row from the top*) because the situation analysis report of the project revealed low level of awareness among communities on natural resource management and existence of some NR related business activities that were yet to cause overuse threat; (2) Enabling environment for cooperation among CBOs, CBNRM groups and value chain actors, and governance and conflict management on NRM and NR related activities (*Second column oval text object in the fourth row from the top*); and (3) Capacity building of key stakeholders and value chain actors on sustainable exploitation of NR and carrying out viable NR related economic activities (*Third column oval text object in the fourth row from the top*).
- (f) The first column text box in the fifth row from the top shows that knowledge on sustainable NRM and the available NR related economic opportunities will occur if there will be awareness campaigns on sustainable NRM and NR related economic opportunities. Conversely, the awareness campaigns will be conducted if there is lack of knowledge on sustainable NRM and the available NR related economic opportunities (*reverse arrow*). However, knowledge, enabling environment and capacity of key stakeholders and value chain actors will affect each other (*lateral arrows*).
- (g) The second column text box in the fifth row from the top indicates that the enabling environment for cooperation among CBOs, CBNRM groups and value chain actors, good governance and conflict management on NRM and NR related activities will occur if there will be: (1) Establishment of functional stakeholder platforms and processes; (2) Partnerships between users, transformers, traders and corporate private sector are supported; (3) Key stakeholders, decision makers and local residents are subjected to increased awareness campaigns and provided with relevant information on NRM governance; and (4) Key stakeholders are supported in dealing with NRM complaints, conflicts and legal processes. The four situations will also occur if there is no enabling environment for cooperation (*reverse arrow*).

- (h) The third column text box in the fifth row from the top shows that capacity of key stakeholders and value chain actors to sustainably exploit NR and carry out viable NR related economic activities will be built if: (1) DSS is developed; (2) O&OD, VLUP and CBNRM toolkits are adapted for NRM and training is carried out; (3) CBOs, CBNRM groups and value chain actors are supported to prepare business plans on NR related opportunities; and (4) SACCOS, VICOBA and other microfinance institutions are supported to provide loans for NR related economic activities. The four situations will be necessary if there is weak capacity of key stakeholders and value chain actors to sustainably exploit NR and carry out viable NR related economic activities (*reverse arrow*).
- (i) The first column round text object in the sixth row from the top (or first row at the bottom) indicates that awareness campaigns on NR related economic opportunities will be conducted if there are problems such as poverty, lack of awareness on NR related economic opportunities and threats to NR in the region. These problems will also increase if there is a low awareness on NR related economic opportunities (*reverse arrow*). The problems and deficiencies will also affect each other (*lateral arrows*).
- (j) The second column round text object in the sixth row from the top (or first row at the bottom) shows that the enabling platforms, processes and support will be provided if there is: (1) Lack of platforms for NGOs, CBOs, CBNRM groups and service providers to exchange ideas and cooperation; (2) Poor NRM governance; and (3) Lack of knowledge on legal process for NRM. The three deficiencies will also increase if there are no proper platforms and processes or there is weak support from the project (*reverse arrow*).
- (k) The third column round text object in the sixth row from the top (or first row at the bottom) indicates that the capacity building of key stakeholders and value chain actors will be done if there is: (1) Lack of data for making factual decisions on NRM; (2) Lack of capacity to prepare bankable business plans; (3) Inadequate capital among CBOs, CBNRM groups and value chain actors; and (4) There is limited capital for Microfinance Institutions (MFIs) such as SACCOs and VICOBA to provide the micro credit/loans. The four problems will also increase if there is weak capacity among key stakeholders and value chain actors (*reverse arrow*).

The narrated flow of change will affect and be affected by control factors such as education that might affect the participation of actors, and operating environment such as political will and support/focus to the selected landscapes as shown in **Figure 5**.

The impact or marks that might be made when the changes occurs will be *contribution* to sustainable landscapes with increased economic values and poverty reduction measured by per capita income – as shown at the top of Figure 5. Due to re-expenditure and “multiplier effect”, the impact will also contribute to the desired change in the rectangular box in the second row from the top of **Figure 5**.

Figure 5: ToC Conceptual Framework

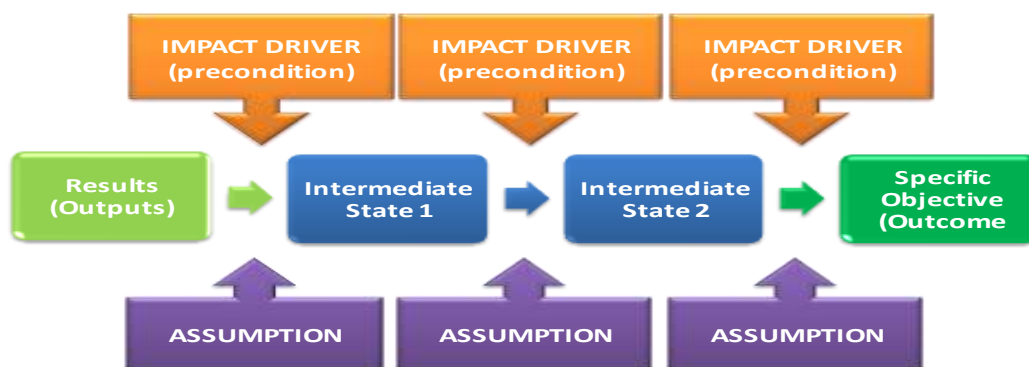


3.4.2 Theory of Change Based on the Logical Framework

The review of the NRM-LED ToC undertook a participatory process starting with the introductory meeting that involved the PIU, RFT, DTAs, DFP, regional officers and other key stakeholders from the districts. Subsequent reviews included the three district workshops (each for 2 districts) held after completion of national, regional, district and local/landscape data collection. These served to validate the project strategy as captured in the TFF. The meetings enabled stakeholders to understand more the ToC and provided additional inputs especially on the outputs and outcome level. The workshops involved the Project Team, Regional Facilitation Team, District Executive Directors, District Facilitation Teams, District Technical Advisors, District Focal Points, Village Executive Officers, Village chairpersons, CBNRM groups' leaders and Microfinance institutions, and other key stakeholders from the landscapes as per the institutional relationship structure of the project.

The final Participatory development of the project's Theory of Change was undertaken during the Regional workshop held at the end of the mission with participation of the RFT, DFPs, NPC, BTC and MNRT. During this workshop, focus was placed on addressing the change pathways at the Output, Outcome and Impact levels (*Figure 6*). This involved unpacking the **Intermediate States** being the conditions that are expected to be produced on the way to deliver the intended outcomes and impacts. **Impact/Change drivers** i.e. factors or conditions that increase the chances to achieving the change (outcome and/or impact) were also identified. **Assumptions** which are potential events or changes in the project environment (beyond the powers of the project to influence or address) that would (negatively) affect the change were as well identified and validated.

Figure 6: Outcome-Impact Analysis



1

The regional workshop that involved an extended session with the PIU validated the final review of the Theory of Change that embedded the project's Logframe. A full validated Theory of change is included as *Annex V*. The ToC in the annex assess and validate the result chain of the project, the pre-conditions, change drivers and required intermediate states for achieving the intended results and objective, and the assumptions. The risks identified during the survey are given in the following sub-section.

3.4.3 Risks and Management Plan

Section 3.7 in the TFF provided an analysis of risks associated with implementation of the project namely the operational, developmental and financial risks. These were assessed during the BLS and a more realistic set developed. Some risks were left out in this review. For example, "inability to open special accounts for the project". The BLS saw as a precondition. The other risk left out was

on the “Central agencies pushing big investment through Land Banks”. The BLS did not identify any development investment planned for Kigoma and therefore regarded as a perception. This section thus provides an updated list of NRM-LED risks, their likelihood, impact and ways to mitigate them.

The NRM-LED is aimed at “Improved NRM linked to Economic Development that will increase *benefits for the communities*” as its desired change. This change is built on management of the NRs and providing the respective economic opportunities. The project embraces the bottom-up approach for Decentralized Natural Resources Management (DeNRM) that revolves on strengthening the role of regional authority, LGAs and strong participation of the Community Based Natural Resource Management (CBNRM) and the Value chain actors. This approach entails project execution in the selected landscapes through the six districts of Kigoma Region. This section identifies the risks associated with this project scope, implementation approach, the likelihood/impact ranked based on the likelihood of occurrence and ways or set of interventions to minimize or mitigate them. The ranking is based on impact and/or probability with **High** having high impact and given **Red**, Yellow as **Medium** impact and, Green for **Low** i.e. minimal impact.

Most of the risks identified (**Table 5**) are medium indicating that these do not pose serious implementation challenges. However, there are also a significant number of risks that are high which should be addressed as a matter of priority since they are tied with the project outcome and results thus pose significant challenges in achieving these. The low risks are associated with initial take off of the project and therefore can significantly be addressed within the project’s mandates. The mitigation measures included do also reflect interventions possible within the project’s scope and operational arrangements built-in in the TFF.

Table 5: Risk Management Plan for NRM-LED

No.	Risk	Type Financial, Operational, Strategic	Impact/ Probability on a Scale Low- Medium-High		Mitigating Measures
1	Inadequate funding to bring about the impacts on the planned scale for all identified NRs within the project time frame	Financial	High		(a) Prioritize the intervention based on NR focus for the specific landscape (b) Adopt a phased implementation approach for the landscapes starting with ones where impact can be achieved/guaranteed (c) Communicate the prioritization plan/phasing approach to all landscapes/district to avoid unmet expectations
2	Low participation of LGAs in the project implementation	Operational	Low		(a) Planning closely with Districts and Landscapes for effective coordination through the RSM, DSMs and LSMs
3	Low commitment for continued DeNRM transformation on the respective sectors i.e. BMUs, WMAs, CBFMs	Operational	Medium		(a) Involvement of respective sectors in decision making as provided for under the institutional structures such as the JLPC and RSM
4	Slow response in decision making and endorsement of actions required as per the project objectives and work plans	Operational	Low		(a) Plan closely with all stakeholders including the Regional Secretariat, Districts, Landscapes stakeholders and respective decision makers (b) Involve respective sectors in decision making through the project institutional structures such as the JLPC and RSM
5	Low capacity of LGAs in implementation and overseeing agreed interventions	Operational	High		(a) Encourage District Councils to place staff with the necessary skills (b) Engage service providers including CBNRM Initiatives groups, NGOs and Value chain actors (c) Collaborate with other partners in the landscapes with the necessary capacity
6	Low participation and competition with other Development Partners/NGOs in the landscapes	Strategic	Medium		(a) Facilitate establishment and operationalization of stakeholders' platforms (b) Encourage integration of landscape NRM activities within VDPs and DDPs
7	Inadequate understanding and	Operational	Low		(a) Implement capacity building for the stakeholders in the landscapes on

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No.	Risk	Type Financial, Operational, Strategic	Impact/ on a Scale Low- Medium-High	Probability	Mitigating Measures
	implementation if the project's ToC through a participatory process				the ToC concept through routine stakeholders' meetings and tailor-made training for the project teams and change agents
8	Low security in some landscapes i.e. Kungwa landscape in Kakonko	Operational	Medium		(a) Implement Project governance meetings i.e. DSM and LSM to discuss respective security issues (b) Engage Regional and District leadership to ensure the project can operate in a secure environment
9	Low and inadequate commitment by stakeholders on implementation of the M&E plan	Strategic	Medium		(a) Develop MoUs and implement reporting protocols with other involved stakeholders such as NGOs, Microfinance Institutions and value chain actors
10	Limited viable NR businesses in the landscapes and economic opportunities	Strategic	Medium		(a) Facilitate capacity building for development of NR related businesses (b) Implement and promote NR Governance incentives such as BMUs, PFM, Beekeepers Associations, Pastoralist groups
11	Limited tenure and ownership on NRs by participating communities and value chain actors	Strategic	Low		(a) Facilitate development and implementation of participatory resources management approaches such as participatory land-use management, BMUs; to improve tenure security and effective NRs management. (b) Facilitate implementation of the NRs governance tools such as policies, regulations and by laws
12	Limited capacity of the CBOs/Groups engaged in CBNRM Initiatives, CBOs to engage fully in the project implementation	Strategic	High		(a) Implement capacity development for the CBOs, CBNRM initiatives Groups
13	Limited participation of women in decision making	Strategic	Medium		(a) Implement specific gender and governance mechanisms including meetings at village and landscapes' levels (b) Implementation of capacity building and strengthen opportunities for women in NRs benefits
14	Limited prioritization in NRM planning and implementation tools	Strategic	High		(a) Facilitate capacity building and awareness for prioritization of NRM in VDPs and DDPs using planning tools such as the O&OD tool

3.5 Monitoring and Evaluation Framework and System

3.5.1 Monitoring and Evaluation Framework

This sub-section describes mechanisms for monitoring and evaluation of the project as presented in the Logical Framework Analysis (LFA) that was reviewed during the BLS. The M&E Framework also presents indicators' baseline and target values, M&E Matrix and M&E roles and responsibilities.

3.5.1.1 Reviewed Logical Framework Analysis

The TFF includes a Monitoring and Evaluation (M&E) built on the project Logframe which provided preliminary indicators to track the project performance, results and to strengthen accountability, continuous learning and strategic steering of implementation as well as impact assessment. The logical framework (LFA) was reviewed in two stages during the BLS. The first stage involved review of indicators, means of verifications and assumptions. The indicators as set in the TFF and reviewed by the Project Management were assessed for appropriateness and the possibilities of being SMART with further refinement using the baseline survey's findings.

The logical framework was also reviewed in a second stage for effectiveness as shown in **Table 6**. Review for effectiveness considered project strategy in the ToC as detailed in Section 3.4. It was noted that the set of activities planned will enable achievement of the expected results. The Results indicated in the TFF are in fact the project Outputs. The combination of the four results is expected to bring about the desired change (Outcome). Therefore, the Project has chosen the pathway to this change (Outcome) to be delivered through the four Outputs/Results. The Outcome will contribute into the creation of the impact (general objective). The reviewed Logframe is provided in **Annex VI**.

Table 6: Review of the Effectiveness of the Logical Framework and changes made

Description	Indicator Level	Change Level	Comment/change
To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region	Overall Objective	Impact	The outcome will contribute into the creation of this impact. The indicator on restoration of ecological was reviewed to reflect specificity
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.	Specific Objective	Outcome	<ul style="list-style-type: none"> This is the desired change of the project The project has chosen the pathway to this change to be delivered through the 4 outputs/results. The assumption is correct that the operating environment, control factors affecting NRM actors and the project implementation strategy will facilitate the change.
A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues	Result 1	Output	<ul style="list-style-type: none"> The combination of the 4 Result is intended to bring about the desired change (Outcome). The Results are in fact the project Outputs Result 2 is ok, but we suggest moving the word "Improved" to the end of the sentence. Result 4 is also ok with minor rephrasing Baseline, intermediate and target values for the respective indicators were included
Improved governance and sustainable management of NR by key resource users.	Result 2	Output	
Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources	Result 3	Output	
Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of	Result 4	Output	

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Description	Indicator Level	Change Level	Comment/change
CBNRM.			
Develop DSS system for NRM and build capacity in its use.	Activity 1.1	Processes/ products	<p>The combination of these 4 activities will enable achievement of Result 1 focusing on NRM planning :</p> <ul style="list-style-type: none"> The four activities are specific on creating an enabling environment for informed decentralized NRM planning. Indicators were recast based on the baseline data as provided in the Logframe.
Undertake situation analysis and baseline survey to select priority NRM-LED Landscapes	Activity 1.2	Processes/ products	
Mainstreaming of key NRM issues in decentralized planning	Activity 1.3	Processes/ products	
Regular M&E, information gathering and analysis of evidence in NRM management is feeding planning processes	Activity 1.4	Processes/ products	
Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUPs	Activity 2.1	Processes/ products	<p>The combination of these three activities will enable achievement of Result 2 focusing on village level NRM where:</p> <ul style="list-style-type: none"> The three activities specifically focus on building capacities of NRM actors at the village level. These will enable key resources users to sustainably manage NR Indicators were recast based on the baseline data as provided in the Logframe
Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for NRM CBOs	Activity 2.2	Processes/ products	
Develop capacity for improved governance and conflict management for village and user groups	Activity 2.3	Processes/ products	
Improve opportunities for generating revenue from sustainable harvesting and use of NR.	Activity 3.1	Processes/ products	<p>The combination of the three activities will enable achievement of Result 3 focusing on the value chain where:</p> <ul style="list-style-type: none"> The three activities specifically focus on enabling key resource users and service providers to access financial services so as to tap NRM business opportunities and use partnerships to generate revenue from natural resources sustainably. During development of work plans/specific activities, gender equity should be reflected Indicators were recast based on the baseline data as provided in the Logframe
Improve access to financial services for NRM related enterprise activities through improved capacity of SACCOS	Activity 3.2	Processes/ products	
Support partnerships between users, transformers, traders and corporate private sector	Activity 3.3	Processes/ products	
Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR governance, landscape coordination and CBNRM.	Activity 4.1	Processes/ products	<p>Combination of the three activities will enable achievement of Result 4 where:</p> <ul style="list-style-type: none"> Activity 4.1 addresses institutional capacities strengthening, coordination and accountability of key stakeholders. This activity is however, very wide requiring breakdown into specific activities. Activity 4.2 is specific on capacity building related to creation of awareness. Activity 4.3 is specific on capacity building related to governance. Result 4 requires gender sensitive approach when designing the specific activities in the annual work planning.
Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and local residents	Activity 4.2	Processes/ products	
Support key stakeholders in dealing with NRM complaints, conflicts and legal support	Activity 4.3	Processes/ products	

Main changes that were made in the Logical Framework were:

- The assessment established suitable linkage between objectives and outputs/results.
- Some indicators were used to measure performance at more than one level i.e. at activity and objective levels. The review aligned such indicators to more relevant level to provide an easy mechanism for monitoring and evaluation of performance.

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- Indicators that were not SMART were aligned properly to meet SMART criteria. For example, Activity 1.1, Activity 1.4 and Activity 4.3 were further elaborated and specified for respective landscapes.
- The indicators were also reviewed on their suitability to measure the intended performance at respective levels. The selection of indicators was based on likelihood and cost-effectiveness taking into consideration the available resources (budget, team, institutional capacities) and time-frame.
- Suitability of the activities to achieve the results and the specific objective, within the time and resources available was also reviewed.
- Some indicators were re-phrased to improve clarity (such as Activity 3.2).
- The Logical Framework of the project was updated based on collected data so as to establish baseline, intermediate and target values.
- A Logframe with the values established was prepared to make the performance indicators SMART (Specific, Measurable, Achievable, Realistic and Time bound).
- The means of verification for the indicators were also assessed with regard to their suitability, effectiveness and frequency to provide the quantitative values or qualitative indicators.
- The assumptions in the project environment as presented in the Logical Framework were assessed and validated as well in relation to their comprehensiveness and effects in the NRM situation in Kigoma Region.

3.5.1.2 Baseline Indicators and Targets

The baseline indicators and targets for the M&E Framework are presented in Section 3.6.

3.5.1.3 M&E Matrix

The internal and external M&E scope, calendar, responsibilities, and resources as well risks and assumptions are given in **Table 7**. The matrix/plan identifies M&E events that will be required once, quarterly, bi-annual, and annual or during the evaluation cycles of the project based on the TFF and the BLS findings.

Table 7: M&E Matrix

M&E Event	Data Collection Methods and Source	Contents	Frequency	Time or Schedule	Responsibilities	Resources	Risks and Assumptions
Monthly Financial Reports	Consolidation of Financial Reports	As per the Project Implementation Manual (PIM)	Monthly	Within two weeks of the next month	DTAs and the Administrative and Financial Officer (AFO)	As per the project's Annual Budget	<ul style="list-style-type: none"> ▪ The capacity, capabilities and commitments of DTAs and the AFO may affect quality and timeliness of the reports. ▪ It is assumed that recruitment of qualified and experienced persons, adequate on the job training and supervision of DTAs and the AFO will be mitigations
Quarterly Progress Reports	Consolidation of Village governments quarterly reports, LSMs and DSMs into a Project Quarterly Report	As above	Quarterly	Within one month of the next Quarter	National Technical Advisor Planning and Monitoring and Evaluation (NTA –PM&E) assisted by DTAs and DFPs.	As per the project's Annual Budget	<ul style="list-style-type: none"> ▪ The capacity, capabilities and commitments of the NTA – PM&E, coordination and management of village councils, LSMs and DSMs may affect quality and timeliness of the reports. ▪ It is assumed that recruitment of qualified and experienced NTA –PM&E, supervision and adequate on the job training of NTA –PM&E and proper (effective and efficient) coordination and management of village councils, LSMs and DSMs will be mitigations
Semi-annual (Six Months) Progress Reports	Consolidation of RSMs, PIU and JLPC semi-	As above	Semi-annual	Within one month of the next half	National Technical Advisor Planning and Monitoring	As above	As above

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M&E Event	Data Collection Methods and Source	Contents	Frequency	Time or Schedule	Responsibilities	Resources	Risks and Assumptions
	annual performance reports			of the year	and Evaluation (NTA –PM&E)		
Annual Plan and Budget	Initially the TFF and BLS. Thereafter, Annual Budget and Report of the previous year. These sources will be complemented by the Midterm Evaluation report – once available	As above	Once per annum	Last week of the year	PIU	As above	<ul style="list-style-type: none"> ▪ Commitments of PIU and the JLPC may affect quality and timeliness of the annual plans and budgets. ▪ Effective and efficient coordination and management of PIU and the JLPC will be mitigations.
Annual Reports	Consolidation of the semi-annual performance reports	As above	Once per annum	Within one month of the next year	PIU	As above	As above
Situation Analysis	Field visits to the districts	As per TFF	Once	Before BLS	PIU	As above	As above
Baseline Survey	Survey by a consultant	As per TFF	Once	After the SA	NTA –PM&E	As per the TFF	<ul style="list-style-type: none"> ▪ The capacity, capabilities and commitments of the consultant may affect quality and timeliness of the report. ▪ Effective and efficient coordination and management of consultant will be mitigations.
Midterm Evaluation	Survey by a consultant	As per TFF	Once	After 2.5 years of implementation	NTA –PM&E	As per the TFF	As above
Final Outcome Evaluation	Survey by a consultant	As per TFF	Once	Within 3 months after implementation	NTA –PM&E	As per the TFF	As above
End of Project Report	Consolidation of project's reports	As per TFF	Once	Within 4 months after implementation	Project Management	As per the TFF	<ul style="list-style-type: none"> ▪ Commitment of JLPC ▪ Supervision by the two Governments (Belgium and Tanzania).
Follow-up Plan/Exit Strategy	Final Outcome Evaluation and End of Project Report	As per TFF	Once	Within 5 months after implementation	Project Management	As per the TFF	As above
Project Exit/Closure	Field visits to Kigoma by NPC and RP	As per TFF	Once	Within 6 months after implementation	Project Management	As per the TFF	As above

3.5.1.4 M&E Roles and Responsibilities

The M&E roles and responsibilities will be at four levels namely national, regional, districts and landscapes/villages as indicated by the project's institutional set up and implementation structure. Specific M&E roles and responsibilities based on the institutional structure were also validated in the district and Regional workshops:

(a) Joint Local Partner Committee (JLPC)

The national level will involve the Joint Local Partner Committee (JLPC) that functions as the Project Steering Committee under the chairmanship of MNRT and members being the RAS of

Kigoma Region, representatives of PMO-RALG, MoF and the BTC Resident Representative. Other line ministries and relevant agencies may be invited to participate in the JLPC on an ad hoc basis. Roles and responsibilities will mainly be supervision of overall project implementation at strategic level to ensure achievement of the project results and the overall outcome. JLPC monitor overall project implementation at strategic level to ensure achievement of the project results and the overall outcome through semi-annual performance reports as well as the mid-and terminal evaluation reports.

(b) MNRT and MoF

MNRT will have a National Project Coordinator (NPC) responsible for coordination and supervision of specific activities. The NPC will implement quarterly supervision missions and will also serve as a link to other sectors at national level. The MoF will oversee the financial aspects in relation to the agreement between the two governments.

(c) BTC

BTC will manage the project and act as representative of the Government of Belgium.

(d) Project Implementation Unit

The Project Implementation Unit (PIU) will execute the day to day activities of the project. PIU will be a non-member secretariat of the JLPC. It will prepare monthly financial report to be submitted to BTC. It will also consolidate quarterly progress reports also to be submitted to BTC and MNRT. The semi-annual reports will also be consolidated by PIU and submitted to JLPC.

(e) Regional Level

Kigoma Regional Secretariat serves as the entity responsible for implementation and follow-up of the project as per TFF. At the regional level, there will be Regional Stakeholders Meetings (RSMs) chaired by the RAS involving RFT, DFPs, representatives of private sector, CSOs and the PIU. This is scheduled to meet twice a year to coordinate implementation at regional and district levels and monitor the inter district management.

(f) District Level

At the district level, there will be Districts Stakeholders' Meeting (DSM) chaired by the District Executive Director (DED) composed of District Technical Advisors (DTAs), District Facilitation Teams (DFTs), experts at district level, other stakeholders including NGOs, CSOs and the private sector representatives. At the district level as well, there will be a DFT chaired by the DED and made up of specialists in various sectors that will drive the implementation of the project. The DED will be the Officer In-charge of supervision of the project as mandated by the District Council. This level will plan, implement and coordinate progress at the district and landscape levels. Districts will produce quarterly progress reports to the PIU. However, DTAs will produce monthly financial reports to be submitted to the project management.

(g) Landscapes Level

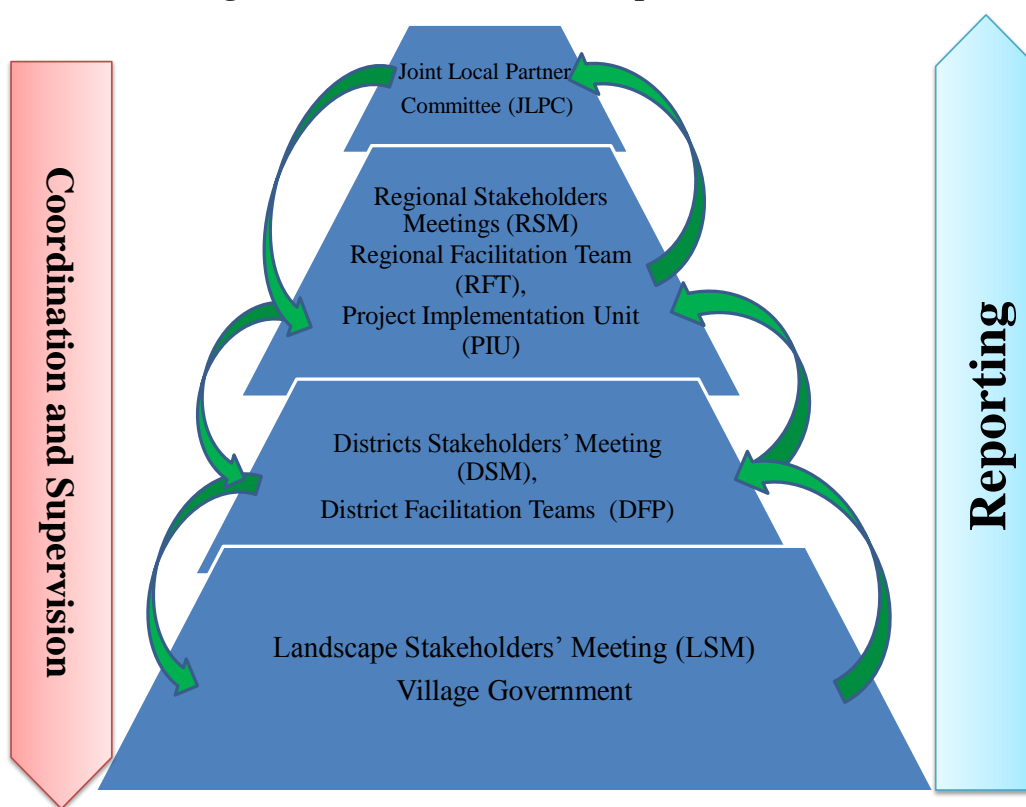
At the Landscapes, there will be Landscape Stakeholders' Meetings (LSM) made up of the landscape's stakeholders. Coordination of the LSMs will be developed following the conclusion of landscapes selection in early 2015/16. The LSM will review progress on implementation at landscape level and advise on implementation successes/challenges and lessons learned.

(h) Villages

At the Village level, the village government will plan and coordinate implementation of respective activities including those implemented by the villages themselves and other service providers such as CBOs and CBNRM groups. Village governments will produce quarterly reports to the districts that will be consolidated by the DFTs/DTAs at the landscape's level.

This flow of roles and responsibilities is summarised in ***Figure 7***.

Figure 7: Flow of Roles and Responsibilities



3.5.2 Monitoring and Evaluation System

In order to have a good M&E system, the project requires the right people, procedures, tools, data and technology that will provide timely information for decision-making. Therefore, the M&E System for the NRM-LED will include the following:

(a) M&E People

The key M&E staff includes the National Technical Advisor Planning and Monitoring and Evaluation (NTA –PM&E). He will be assisted by members of PIU, RFT and DFTs. Therefore, the M&E system was built into the Local Government Authorities (LGAs) management structures, implying that there will be flow of data/information to and from villages, district councils, the Regional Secretariat and the project. Staffing was considered adequate for the M&E function of the project. However, PIU need to maintain good relationships with the LGAs and staff involved. This will make the activities of the project to be given high priority.

(b) M&E Procedures

The M&E procedures will follow the requirements of the M&E Matrix, Project Implementation Manual (PIM), the TFF and decisions made by the PIU in general and Project Management in particular. Staff involved in the implementation of M&E of the project need to be conversant with the procedures.

(c) M&E Data and Technology

M&E data will require both quantitative and qualitative data. Data will be collected as shown in the M&E Matrix. Technology will be a mix of manual and electronic methods for data collection, capture and sharing. The BLS established that all District Councils were carrying out some M&E activities that included data capture and reporting. Field observation established that all the sources of data consulted at District Councils had computers for data storage and analysis. They also had physical files for data storage. However, data in the computers and physical files was incomplete and not properly organized. Sharing of data was also limited, which required data collection from various desks/officers. Moreover, some data such as the fish catch were based on estimates. Therefore, it

was evident that the project needs to improve infrastructure such as file cabinets, hardware, software and humanware/skills, communication link and coordination for data collection, processing, storage and sharing.

(d) M&E Tools

M&E tools include but not limited to the LFA, the M&E reports as shown in the M&E Plan Matrix, M&E manual, M&E database and Indicator Tracking Table (ITT). Review of the TFF indicates that the project does not envisage preparation of an M&E manual and an electronic database for automatic data capture, analysis and generation of reports. Nevertheless, given requirements in the M&E Plan Matrix, scope/size of the project (one region), Information and Communication Technology (ICT) services in the target districts especially Internet connectivity, the M&E activity of the project can be done effectively and efficiently without preparation and use of an electronic M&E database

(e) Indicator Tracking Table (ITT)

The ITT is a reporting and project management tool. It contains indicators with data/information that informs the project management whether the project was on track in achieving its objectives. It comprises of indicators in the LFA that do not need detailed survey. The proposed ITT template is presented in *Annex VIII* based on the LFA and Project Logic in *Annex VII*. The bold indicators in the Project Logic are for the ITT.

The indicators in the ITT will be tracked on quarterly basis. Data for tracking the indicators will be obtained through secondary data, project progress reports and short questionnaires on some of the indicators that will require such data capture.

3.5.3 M&E Implementation Strategies

The following strategies are recommended:

(a) Adherence to the M&E Plan Matrix

The project should adhere to the plan (*Table 6*) through timely execution of the activities and reporting by those responsible for internal monitoring and external evaluation.

(b) Update the ITT

The ITT should be updated timely.

(c) Adequate and Timely Resources

M&E should be given adequate and timely financial, human and other resources required for implementing the requisite M&E plan and the ITT.

(d) Information Management

Information management for data availability and storage will be critical for the project including strategies for collection of relevant and reliable data. There should be some form of a database for data storage at the PIU level with adequate capacity provided for through the M&E and GIS advisors. In the districts, landscapes and villages, it will important to develop data collection and networking with the PIU. This may constitute simple data capture formats/templates that can easily be linked to the PIU.

(e) Dissemination and Information Use

Dissemination and information use will be important to reinforce or change implementation strategies, inform future activities, share results with relevant stakeholders and reflect accountability. This would be reinforced by development of a Communication strategy and an information dissemination plan mainly through the institutional reporting framework or on specific targeted beneficiaries i.e. decision makers, communities.

(f) Partnerships Coordination for M&E Systems

Implementation of the NRM –LED project takes place in the districts and landscapes that already has presence of other stakeholders as well as related ongoing interventions. Recognizing that other

stakeholders/ organizations complement the efforts and outputs of this project, partnership coordination is critical to avoid duplication and also build synergies and share lessons.

3.6 Baseline and Target Indicators' Values

Appendix IV presents a summary of baseline, intermediate and target indicator values based on the survey findings and projections of the consultant. Findings for each indicator are presented and discussed in the following sub sections.

3.6.1 Overall Objective's Indicators

3.6.1.1 Landscapes Restored to their Ecological Functioning

The ecological functioning of the selected landscapes was measured by asking CBNRM groups in the sampled villages their knowledge of the status of ecological functions provided by NR in their villages and expected/missing ecological functions that can be restored. The baseline survey established that there were all the four major types of renewable natural resources in various locations of the selected landscapes, namely forests, wildlife, water and wetlands. Seven (7) out of the nine (9) responses of CBNRM groups on the condition of the natural resources or 78% considered the condition of the resources to be good. **Table 8** shows that the major ecological function provided by the NRs in the selected landscapes was biodiversity that had 26.3% of the responses. This was followed by ecosystems (habitat) – 21.1%, catchment, drinking water and fisheries – equally at 10.5% of the responses and then other functions as shown in the table. The existing ecological functions will need to be maintained. On the other hand, ecological functions that were not provided by the NRs in the landscapes but were expected to be there by CBNRM groups during the baseline survey included catchment, biodiversity and ecosystems (habitat) that had equally at 25.0% of the responses. The catchment ecological function was required to be restored at Mtanga and Kigalye villages in Kigoma DC and Kasisi and Ilalanguru villages in Uvinza DC. Biodiversity ecological function was reported to be missing at Kigalye Village forest in Kigoma DC and by wildlife areas at Kasisi, Ilalanguru and Malagarasi villages in Uvinza DC.

The Project Management informed the consultants and stakeholders that the roll out plan of the project was planned to start with three (3) landscapes in the second year of the project which will be the first year of operations (2015/2016). These will be out of the seven (7) selected landscapes or 42%. Implementation in the remaining four (4) landscapes will start in the third year of the project. There will be operations in all the seven landscapes in the fourth and fifth year of the project. Therefore, the intervention coverage or restoration of the landscapes will be 0% during the baseline. At the intermediate stage at the end of year 3 in 2016/2017, the initial landscapes (42% of the landscapes) will be exposed for about 50% of the planned four years of operations. Therefore, the intermediate indicator on restoration of the landscapes will be 21%. It is expected that effectiveness and efficiency of the project will increase restoration of the ecological functions by the end of year 5 of the project implementation (2018/2019) up to 100%.

The ecological functions that existed during the baseline should also be fully maintained till the end of the project.

Nevertheless, the measurement of the ecological functions could be improved by using scientific methods to quantify more specific variables than presented above. For example, response on knowledge that a forest provides or does not provide water catchment services need to be complemented by scientific measurement of volume and seasonality of water flow. Response on that there is or there is not biodiversity/habitat function need to be complemented by scientific measurement of species abundance and diversity. Furthermore, response that a forest provides or does not provide drinking water be more informative if there is scientific measurement of the volume and quality of water discharged.

Scientific measurements for these indicators were not included in the survey because they are costly in terms of equipment, staff and time.

Table 8: Current and Expected Ecological Functions of NRs in the Landscapes

Ecological Function	Responses			
	Current Function		Expected (Missing) Function	
	Number	Percent	Number	Percent
Water catchment	2	10.5	4	25.0
Rainfall	1	5.3		
Biodiversity	5	26.3	4	25.0
Soil protection	1	5.3		
Tourism	1	5.3	2	12.5
Cultural services	-		1	6.3
Ecosystems (habitat) services	4	21.1	4	25.0
Drinking water	2	10.5	1	6.3
Fisheries	2	10.5		
Other	1	5.3		
Total	19	100.0	16	100.0

Source: The Survey

3.6.1.2 Revenue Generated by LGAs

Table 9 presents revenue generated by LGAs from the use of NRs based on secondary data collected from the six district councils where the selected landscapes are located. It indicates that the overall 3-year (2012/13-2014/15) annual average revenue was TZS 43,796,477. Since the data for 2014/15 was up to March 2015, the monthly average was used to estimate the annual revenue collection for that year at TZS 45,695,359, implying a growth of 18.40% over the 2013/14 revenue collection. Based on this trend and considering the effect of improved NRM that will improve revenue collection following project implementation, the annual revenue growth will increase to 25.00%. Therefore, the projected intermediate revenue generation value at the end of year 3 of the project in 2016/2017 (which will be the second year of operations) worked out at TZS 89,248,748 and the target value at the end year 5 worked out at TZS 139,451,169.

Table 9: Revenue Generated by LGAs from NRs

TZS

S/N	District Council	Council Revenue Sources											Average	
		Forestry Products			Fishing License			Fish & Sardine* Royalty			Total			
		2012/13	2013/14	2014/15**	2012/13	2013/14	2014/15**	2012/13	2013/14	2014/15**	2012/13	2013/14		2014/15**
1	Uvinza	-	53,356,593	70,572,700	-	15,913,500	14,959,050	-	55,777,000	34,198,000	-	125,047,093	119,729,750	122,388,422
2	Kigoma	45,703,980	1,348,500	15,502,934	9,385,600	6,875,500	7,313,692	100,657,500	27,255,000	21,322,000	155,747,080	35,479,000	44,138,626	78,454,902
3	Kasulu	19,764,000	26,967,560	38,808,013	-	635,000	1,214,500	410,500	294,000	-	20,174,500	27,896,560	40,022,513	29,364,524
4	Buhigwe	-	23,213,773	4,241,500	-	-	-	-	-	-	-	23,213,773	4,241,500	13,727,637
5	Kibondo										20,132,627	14,494,764	6,080,932	13,569,441
6	Kakonko	-	5,423,470	5,124,400	-	-	-	-	-	-	-	5,423,470	5,124,400	5,273,935
Total		65,467,980	110,309,896	134,249,547	9,385,600	23,424,000	23,487,242	101,068,000	83,326,000	55,520,000	196,054,207	231,554,660	219,337,721	262,778,860
Average		32,733,990	22,061,979	26,849,909	9,385,600	7,808,000	7,829,081	50,534,000	27,775,333	27,760,000	65,351,402	38,592,443	36,556,287	43,796,477
% Change			-32.60%	21.70%		-16.81%	0.27%		-45.04%	-0.06%		-40.95%	-5.28%	

Source: The Survey

There were no data for Uvinza, Buhigwe and Kakonko districts for 2012/13 because they were not yet established. Data for Kibondo district was not broken down by type of natural resource. The percentage change in the table indicates that revenue collection was very sporadic. Interviews with DLNROs and DTs indicated that the councils had limited staff and revenue collection centres were very few. Interviews with value chain members in the villages revealed that policemen and local militia were also collecting revenue from NRs although these were not documented and submitted to the district councils. **Table 10** presents revenue collected by TFS in the region. The average collection was TZS 135,286,459, which was three times the average collection of LGAs. The growth of TFS collection between 2013/14 and March 2014/15 was about 28%, implying that the revenue collection of LGAs from NRs could also increase at this rate if collections were effective since LGAs receive 5% of such collections.

Table 10: Revenue Collected by TFS from NRs

					TZS
S/N	District Council	2012/13	2013/14	2014/15 (March)	Average
1	Uvinza		316,796,584	658,548,484	487,672,534
2	Kigoma	66,762,503	66,554,503	127,677,932	86,998,314
3	Kasulu	178,232,685	176,303,533	171,928,722	175,488,313
4	Buhigwe	-	-	-	-
5	Kibondo	-	58,398,950	34,174,440	46,286,693
6	Kakonko	-	-	15,272,900	15,272,900
Total		244,995,190	618,053,572	1,007,602,478	811,718,756
Average		122,497,595	154,513,393	201,520,496	135,286,459
% Change			26%	30%	28%

Source: The Survey

TFS was yet to establish an office in Buhigwe District, implying that the TFS revenue for Kasulu District includes revenue for Buhigwe. Interviews with TFS staff showed that TFS revenue in Kakonko District was low because there were complications on the positioning of the checkpoint between TFS and the police gate leading to competitions on revenue collection. Conflicts arising from “official” and “unofficial” collections from NRs among institutions and staff could also be attributed to low collections.

During the district and regional workshops, it was established that there was a mix-up of the understanding, interpretation and enforcement of the law on the ownership of forests, where the district councils could issue licenses to harvest and where the villages, districts and TFS were supposed to collection revenue from NRs. If not corrected, the situation will continue to affect revenue collections from NRM at various levels.

3.6.1.3 Annual Quantity of Wood fuel/ Timber/ Charcoal Harvested

The quantity of wood fuel/timber/charcoal harvested was estimated based on per capita consumption of fuel wood and charcoal as established by the baseline survey primary data collection and quantity charged by the LGAs and TFS for wood fuel, timber and charcoal that had passed through the checkpoints. Firewood volume used in rural households was estimated using the standard wood tropical timber conversion of 0.7 average densities (http://www.simetric.co.uk/si_wood.htm) and the rural population. **Table 11** provides forest royalty rates and conversion standards used to calculate timber, charcoal and firewood harvested.

Table 11: Royalty Rates and Conversion Standards Used for Timber, Charcoal and Firewood Calculation

Forest Products Prices			
Product	Class	Unit	Unit Price (Tshs)
Timber	I A	m ³	288,000
	I B	m ³	156,000
	II	m ³	192,000
	III	m ³	144,000
	Others	m ³	96,000
Charcoal	Bag	75kg	18,000
Firewood		Staked m ³	6,400
Poles		Bundle	4,000

Source: TFS

Table 12 indicates that the per capita consumption of fuel wood was 2.17kg/day, based on data obtained from HH interviews. Headloads of firewood were piled at most households in the form shown in **Plate 2**. The total consumption in the villages worked out to be 1,331,487.30 tons (based on the population in the rural areas (79%) as per NBS). This may seem to be a huge figure since the household use is normally not recorded.

Table 12: Standard Statistics Used to Estimate Volume Harvested

Item	Value
Kigoma regional population (2012)	2,127,930
Regional population growth rate	2.4
Household size	5.7
Rural population % of total	79
Average wood density (tropical hardwoods) - kg/m ³	0.7
Kg/m ³ of wood	700
Estimated population using firewood – rural population (79% of total population)	1,681,065
Weight of firewood used (kg) –2.17kg per capita per day	2,017,278
Volume (m ³) harvested – converted from the density	2,881.83

Source: NBS and BLS Survey calculations

**Plate 2 Headloads of Firewood**

The quantity that passed through the control gates was calculated based on the charge out rates of LGAs and TFS, **Table 13** shows that the estimated quantity of timber, charcoal and wood fuel that passed through the control gates was 3,397.56; 1,136.93 and 1,123.42 tons respectively. Therefore, the annual quantity of wood fuel, timber and charcoal harvested was 5,657.91 tons. Since the charge out rates of the LGAs and TFS did not change during the 3 years (2012/13-2014/15), the intermediate and target quantities were projected using the growth rates of 18.26% (as in the case of NRs revenue) to 6,691.05 tons as intermediate value at the end of year 2 and 7,912.83 tons as target value at the end of year 4.

Table 13: Estimated Annual Harvested Quantities

Estimated harvest - districts & TFS	Quantity	Estimated harvest- HH	Tons	Projected in 2016/17	Projected 2018/19
Timber m3	4,853.65		3,397.56	4,017.95	4,751.63
Charcoal (bags)	15,159.08		1,136.93	1,344.53	1,590.05
Firewood m3	1,604.89	1,902,125	1,123.42	1,328.56	1,571.16
Total estimated harvest - districts & TFS			5,657.91	6,691.05	7,912.83

Source: Consultants estimates

3.6.1.4 Interventions Signed and Implemented Between Private and Public Sectors

DLNROs, CBNRM groups and Value chain members were asked to mention interventions signed and implemented between private and public sector working on NRs. **Table 14** presents the findings. It shows that a total of 23 interventions were signed but 22 interventions were implemented between private and public sector working on NRs.

The table also shows that four (4) out of the six (6) DLNROs interviewed had interventions signed and implemented with the private sector. Among them, three interventions were for the public sector (LGA) in Kasulu providing services to the private sector while in other LGAs it was for the private sector providing services to the LGAs.

All the interventions signed between DLNROs and private sector had been implemented. For CBNRM groups, only the fish farming agreement at Malagarasi Village had been implemented. The contract between Mtanga Village and the Vessel Owner for lake patrols at the village waters was yet to be implemented. All the interventions signed between value chain actors (private sector) and public sector had also been implemented.

It is expected that the number of interventions signed and implemented will increase as and when the project interventions are rolled out. Section 3.6.1.1 shows that the project's roll out will increase from 0% up to 21% at the intermediate stage at the end of year 3 in 2016/2017 and 100% by the end of year 5 of the project implementation (2018/2019). Therefore, the baseline value of 22 interventions signed and implemented between private and public sector working on NRs will grow up to 27 interventions signed and implemented as intermediate value at the end of 2016/2017, and 42 interventions signed and implemented as the target value at the end of 2018/2019.

Table14: Interventions Signed and Implemented Between Private and Public Sectors

Type of intervention	Interventions Signed (No.)							Interventions Implemented (No.)						
	Uvi	Kig	Kas	Buh	Kib	Kak	Total	Uvi	Kig	Kas	Buh	Kib	Kak	Total
(a) Between DLNRO and Private Sector														
Facilitating environmental training workshops	1						1	1						1
Facilitating Wildlife Management	1						1	1						1
Facilitating land use planning	1						1	1						1
Facilitating preparation of bylaws for forest conservation	1						1	1						1
Facilitating afforestation activities				1			1				1			1
Training on tree planting training			1				1			1				1
Providing environmental education			1				1			1				1
Greening of the townships			1				1			1				1
Training on conservation agriculture					1		1					1		1
Sub Total	4	0	3	1	1	0	9	4	0	3	1	1	0	9
(b) Between CBNRM Groups and Private Sector														
Facilitating fish farming	1							1						
Surveillance and patrols		1												
Sub Total	1	1	0	0	0	0	2	1	0	0	0	0	0	1
(c) Between Value chain Actors (Private Sector) and Public Sector														
Carpentry - production of chairs	1							1						
Carpentry - production of tables	1							1						
Carpentry - production of windows	1		1	1				1		1	1			
Tree Harvesting		2							2					
Timber production (Sawmill)			1							1				
Carpentry - production of door frames			1							1				
Carpentry - production of doors				1							1			
Carpentry - Repair of school furniture						1							1	
Carpentry – general furniture production						1							1	
Sub Total	3	2	3	2	0	2	12	3	2	3	2	0	2	12
Total	8	3	6	3	1	2	23	8	2	6	3	1	2	22

Source: The Survey

3.6.1.5 Self-initiative Community Groups Working on NR issues

Data on self-initiative community groups working on NR issues was obtained from interviews of DLNROs and Focused Groups Discussions (FGDs) involving VEOs, Village chairpersons, VLUM Committees and VNRCs.

Interview with DLNROs identified only one BMU in Kigoma District. Of the 18 FGDs, seven (7) about 38.9% identified self-initiative community groups (CBNRM) each working on NR issues in one of the following villages (Malagarasi in Uvinza DC where there was a WMA, Mtanga and Kigalye in Kigoma DC where there were BMUs, Kigadye in Kasulu DC, Gwarama and Churazo in Kakonko DC and Kumkugwa in Kibondo DC) where there were CBFMs that included tree planting and beekeeping. The BMU mentioned by DLNRO was also mentioned in FGDs. However, most of the CBNRM groups were just at initial stages and the establishment processes were not completed. The groups were formed through projects that had already ended several years ago. These included projects implemented by CARITAS, BTC's Beekeeping project and MNRT.

The Regional Fisheries Officer (RFsO) was also asked to mention CBNRM groups operating in the region. *Table 15* indicates that 23 CBNRM groups have been established or were under

different stages of development. These included 10 BMUs that were already certified by the Regional Fisheries Office and 12 that were incomplete or under various stages of development in Uvinza district. It has been stated in Section 3.2.2.1 that there was TUUNGANE project that was already working on establishment of BMUs in the area. NRM-LED should borrow lessons from TUUNGANE and concentrate in making at least 1 BMU fully functional as the intermediate and target indicator value.

Table 15: Beach Management Units Established or in the Process of Being Established

District	Established & certified	Being established
Kigoma	Mwamgongo	
	Kagunga	
	Katonga	
	Kibirizi	
Uvinza	Katumbi	Kirando
	Sibwesa	Mkuyu/Nyabusende
	Kalya	Sigunga
	Bihungu	Irembe
	Karago	Kaparamsenga
	Myobozi	Kashagulu
		Mgambo
		Lufubu
		Tambusha
		Kangwena
		Msiezi
		Kabeba
Total	10	12

Source: Survey

The Focused Groups Discussions (FGDs) identified institutions that facilitated establishment of CBNRM groups. The discussions could identify 10 NGOs, associations and district council that had facilitated establishment of CBNRM initiatives in three districts as shown in *Table 16*.

Table 16: Institutions Facilitating Establishment of Self-Initiative Community Groups (CBNRM) Working on NR

Name of Institution	District			Total
	Kigoma	Kakonko	Kasulu	
TUUNGANE	1	0	0	1
CONCERN	1	0	0	1
CARITAS	1	0	0	1
Village Governments	1	0	0	1
District Natural Resources Office	1	0	0	1
Beekeepers Associations	0	0	1	1
Fish Farming Group	0	1	0	1
Beekeepers Associations	0	2	0	2
Tree planting Group-Promoting Agroforestry	0	1	0	1
Total	5	4	1	10

Source: Survey

Table 17 shows that of the 7 groups only 5 were still functioning. It is expected that self-initiative community groups that are not functional will be revived and the number of groups formed will increase as and when the project interventions are rolled out as indicated in Section 3.6.1.1 including capacity building and awareness creation. Therefore, the baseline value of 7

self-initiative community groups functioning will grow to at least 9 self-initiative community groups formed as intermediate value at the end of year 2 and to at least 14 self-initiative community groups functioning as target values at the end of year Table 15 shows that 10 institutions were involved.

Table 17: Functioning of Self-initiative Community Groups

District/Village		Functioning Groups				
		Yes all	Yes, some	Don't Know	No	Total
Kibondo	Kumkugwa	0	1	0	0	1
	Total	0	1	0	0	1
Kigoma	Malagarasi	0	1	0	0	1
	Mtanga	1	0	0	0	1
	Kigalye	0	0	0	1	1
	Total	1	1	0	1	3
Kakonko	Gwarama	0	0	1	0	1
	Churazo	1	0	0	0	1
	Total	1	0	1	0	2
Kasulu	Kigadye	1	0	0	0	1
	Total	1	0	0	0	1
Total		3	2	1	1	7

Source: Survey

The Focused Groups Discussions (FGDs) also identified institutions that facilitated these self-initiative groups by purpose and main function. **Table 18** indicates that the respondents could mention only 4 of the NGOs and Associations by their purpose and function. The main reason was that these facilitating institutions were still functional at community level.

Table 18: Functioning Self-Initiative Community Groups Working on NR by Purpose and Main Function

Name of the Group	Purpose of the initiative	Kibondo DC	Kigoma DC		Kasulu DC
		Kumkugwa Village	Malagarasi Village	Mtanga Village	Kigadye Village
		Facilitating tree planting	Supporting VLUPs	Forest Patrols	Beekeeping
Tuungane	BMUs Managing fisheries	0	0	1	0
CARITAS	Facilitating/Organising VLUPs	0	1	0	0
Beekeepers Associations	Increasing income from beekeeping	0	0	0	1
Tree planting	Increasing forests	1	0	0	0
Total		1	1	1	1

Source: Survey

3.6.1.6 People with Proper Knowledge on the Values of NR

DNLROs and NR value chain members were asked to mention economic values/benefits of NR. **Table 19** indicates that all or 100% the DLNROs could mention one or more economic benefits derived from the use of natural resources in their districts. This was actually a leading question to them because it is part of their roles to oversee NRM. Therefore, data from value chain members was used to estimate this indicator. **Table 20** shows that 123 out of the 125 value chain members interviewed or 98% had proper knowledge on the values of NR because they could mention the specific economic benefits. The high proportion could be attributed to the fact that the respondents were already dealing with NRs. This indicates that NRs are being used for subsistence and development in the selected landscapes. It is expected that this high level of understanding will be maintained throughout the project implementation. Therefore, the baseline and the intermediate values will be 98% while the target value should be 100%.

Nevertheless, the project should create understanding of economic values/benefits that are either not known or exploited in the landscape.

Table 19: Economic Benefits Derived from the Use of Natural Resources by DLNROs

Economic Benefits	District - responses						Total
	Kibondo	Kigoma	Kakonko	Buhigwe	Uvinza	Kasulu	
Forestry products-timber, logs, charcoal	0	1	1	0	1	1	4
Fruits	0	0	0	0	1	0	1
Mushroom	0	0	0	0	1	0	1
Beekeeping	1	0	1	1	1	0	4
Natural forests	1	0	0	1	0	0	2
Wildlife	1	0	1	0	0	1	3
Fishing	0	1	0	0	0	1	2
Total	3	2	3	2	4	3	17

Source: The Survey

Table 20: Understand the Economic Values of NRs by Value Chain Members

District	Village	Understand The Economic Values of NRs	Do not Understand	Total	Respondents
					Percentage Understanding
Kakonko	Gwarama	7	0	7	100%
	Churazo	7	0	7	100%
	Rumashi	7	0	7	100%
	Sub-total	21	0	21	100%
Kasulu	Herushingo	7	0	7	100%
	Kigadye	7	0	7	100%
	Kitanga	6	1	7	86%
	Sub-total	20	1	21	95%
Kibondo	Kumkugwa	7	0	7	100%
	Kumbanga	7	0	7	100%
	Kigendeka	6	0	6	100%
	Sub-total	20	0	20	100%
Kigoma	Mtanga	8	0	8	100%
	Kigalye	6	0	6	100%
	Mgaraganza	7	0	7	100%
	Sub-total	21	0	21	100%
Uvinza	Kasisi	6	1	7	86%
	Ilalanguru	7	0	7	100%
	Malagarasi	7	0	7	100%
	Sub-total	20	1	21	95%
Buhigwe	Katundu	7	0	7	100%
	Kajana	7	0	7	100%
	Mugera	7	0	7	100%
	Sub-total	21	0	21	100%
Total		123	2	125	98%

Source: The Survey

CBNRM groups, Value Chain Members and Heads of Households were asked to mention the price (value) for the NRs available in their areas. The price/value of the NRs were as shown in **Table 21** NRs with highest value/price per unit were fish, honey, timber, hunting (game meat) and charcoal as shown in the table.

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Table 21: Distribution of Prices of NR Products

TZS

Type of benefit	Units used	As per Value Chain Actors Responses							As per CBNRMs			As per Head of Household Responses							Overall Average
		Kakonko	Kasulu	Kibondo	Kigoma	Uvinza	Buhigwe	Average	Kigoma	Uvinza	Average	Kakonko	Kasulu	Kibondo	Kigoma	Uvinza	Buhigwe	Average	
Timber	Wide Timber (Inch 1 by 6-10)	4,231	3,938	4,731	10,357	6,333	3,545	5,522	10,000	.	10,000	7,761
	Frame Timber (Inch 1 by 4-6)	3,717	2,300	3,071	6,500	3,056	2,000	3,441	.	4,000	4,000	3,720
Building poles	Piece	857	738	500	688	1,020	714	753	500	1,250	875	814
Wood scaffold/building	Piece	833	300	688	611	775	583	632	500	1,000	750	691
Ropes	Roll	500	500	208	.	633	333	435	435
Thatching grass	Load	611	669	554	1,100	1,136	650	787	500	750	625	706
Charcoal	Tin	.	5,000	.	2,500	.	.	3,750	.	1,000	1,000	1,150	5,000	3,450	5,792	1,772	2,000	3,194	2,648
	Heap	.	.	.	500	.	.	500	500	1,000	.	750	625
	Sack - Tin 3	3,333	.	3,333	3,333
	Sack – 6 Tins	5,083	5,682	6,100	10,083	4,200	8,091	6,540	7,500	.	7,500	3,567	6,667	5,000	12,333	3,000	9,500	6,678	6,906
Firewood	Load	1,273	2,000	950	1,419	2,043	2,292	1,663	1,000	750	875	886	1,552	1,337	1,939	2,000	1,733	1,575	1,371
Hunting	Kg	.	.	.	8,000	.	.	8,000	8,000
Wildlife meat trading	Heap/Kg	.	.	6,000	8,000	4,000	.	6,000	.	2,500	2,500	4,250
Fisheries	Piece	.	.	2,500	.	1,000	.	1,750	.	2,000	2,000	1,875
	Box	.	.	.	203,333	.	.	203,333	83,333	.	83,333	143,333
	Heap/piece	.	1,875	1,833	.	1,791	1,500	1,833	1,833
Traditional medicines/herbs	Bottle	5,000	.	5,000	5,000
	Bottle/Heap	3,500	.	3,500	3,500
	Heap	.	.	.	2,000	.	.	2,000	2,000
	Kiasi	.	.	5,000	.	.	.	5,000	5,000
Honey	Kg	.	.	.	3,250	.	.	3,250	3,250
	Beehive	4,000	.	4,000	4,000
	Bottle	.	2,500	.	2,667	2,300	1,000	2,117	2,117
	Bucket	40,000	44,444	42,000	.	64,000	42,857	46,660	.	50,000	50,000	48,330
Fruits	Bucket	4,167	.	4,167	4,167
Wax	Kg	.	100	150	50	100	.	100	100
Mushroom	Heap	220	209	146	492	293	1,350	452	200	.	200	326
Pottery - dry cell	Piece	.	1,750	650	.	500	.	967	967
Trophy (animal/bird/wood)	Heap	.	2,000	2,000	2,000
Wood equipments	Piece	.	750	1,682	2,000	1,571	1,000	1,751	1,751
Wood handles	Piece	.	1,000	642	500	1,000	600	935	935
	Shoka	.	.	3,000	.	.	.	3,000	3,000
	Hoe	.	.	1,000	.	.	.	1,000	1,000

Source: The Survey

3.6.2 Specific Objective's Indicators

3.6.2.1 Service Providers Working on NRM

Service Providers addressed by the survey included CBNRM Groups, NGOs, CBOs, microfinance institutions, Training centres, TFS and Research/Academic institutions. DLNROs were asked to mention service providers working on NRM in their districts. Six DLNROs responded to this variable. **Table 22** indicates that the total number of service providers working on natural resources management areas in the region that were known to the DLNROs interviewed was 21.

However, the above number is based on the awareness and knowledge of DLNROs that did not include some service providers. For instance, despite the survey finding a CBO with microfinance services (SACCOS/VICOBA) in 17 out of the 18 villages covered by the survey, the DLNROs interviewed did not mention any microfinance institutions even though it was included in the examples of service providers in the question. This could be attributed to the fact that the respondents regard microfinance institutions to be an issue not dealt with a natural resources department but rather the cooperatives and community development departments. Therefore, when this omission is included, the total number of service providers working on natural resources management areas in the region during the baseline survey worked out at 38. It is expected that the interventions of the project will be an opportunity for the service providers such NGOs and TFS to continue providing their services in the landscapes. However, during the Regional Workshop of the BLS, it was found out that the concept of Public Private Partnerships (PPPs) was not well understood and exploited. The project needs to take advantage of existence of service providers of similar services to build synergies and complements. Due to the multi-sector approach of the project, DLNROs will be aware of more service providers than during the baseline survey.

As mentioned in Section 3.6.1.5, due to complexity, the project interventions may not increase the number of service providers such as CBNRM groups and NGOs. The implementation strategy of the project is to build on and use existing institutions instead of establishing new ones. The interest of the project is how well people doing business in NRM are served. Therefore, the intermediate and target indicator value for the number of service providers working on NRM will be 38.

Table 22: Service Providers Working on NRM

Service Providers Working on NRM	Type of Service Provided	District	Response
VNRC+VLUM	Land use planning	Uvinza	1
BMUs	Fishing	Uvinza	1
WMA	Wildlife Management	Uvinza	1
World Vision	Training on tree planting, beekeeping, forest fires control	Buhigwe	1
	Tree planting	Kasulu	1
TFS	Tree planting	Buhigwe, Kigoma & Kibondo	3
	Forest harvesting	All districts	1
	Preparing forest management plans	Kakonko	1
Community Environment Management Development Organization - CEMDO	Tree planting	Kasulu	1
	Environment conservation	Kasulu	1
WEKEZA	Climate change training	Kasulu	1
	Beekeeping	Kasulu	1
TCRC	Forestation groups	Kibondo	1
Council Churches of Tanzania	Entrepreneurship, environmental protection	Kibondo	1
Jane Goodall Institute	Natural resources management, land use planning	Kigoma	1
CONCERN	Agriculture and environment	Kigoma	1
TUUNGANE	Forests management and VLUPs	Kigoma	1

Service Providers Working on NRM	Type of Service Provided	District	Response
Buyungu Beekeeping Coop. Society	Beekeeping	Kakonko	1
Tanzania Resources Mobilization & Dev. Initiative	Sustainable resources management for community development	Kakonko	1
Total			21

Source: The Survey

3.6.2.2 Revenue Generated by NR Value Chain Actors from Sustainable Use of NR

Sampled CBNRM Groups, CBOs and value chain actors were asked to mention how much NR related revenue did they generate during each of the three years preceding the survey. *Table 23* indicates that the average annual revenue generated by NR value chain actors from sustainable use of NR was TZS 723,544 per NR value chain actors. Based on the national GDP growth rate of 6.4% (2014/15) and the project's NRM for LED efforts, the annual revenue generated by NR value chain actors from sustainable use of NR is projected to grow at the rate of 8% per annum. Therefore, the intermediate and target values of the annual revenue generated by NR value chain actors from sustainable use of NR will be TZS 911,457 per NR value chain actors at the end of year 3 in 2016/2017 and TZS 1,063,124 per NR value chain actors at the end of year 5 of the project implementation (2018/2019), respectively.

The income generated by TFS (Kigoma Region) that increased from an average of TZS 122,497,595 in 2012 to TZS 154,513,393 in 2013 and then to TZS 201,520,496 in 2014 was not included in the computation of the average income of NR value chain actors because it was comparatively higher than the average of other NR value chain actors, hence considered as an outlier.

Table 23: Average Revenue Generated by NR Value Chain Actors from Sustainable Use of NR

Service Provider	Source	Amount (TZS)				Rank
		2012	2013	2014	Average	
CBNRM groups		0	0	0	-	
CBOs	Honey	850,000	470,000	622,500	647,500	2
	Beewax	150,000	150,000	200,000	166,667	5
	Profit from VICOBA	100,000	175,000	200,000	158,333	6
	Agriculture	2,880,000	2,984,000	4,950,000	3,604,667	1
	Leasing out power tiller	300,000	340,000	360,000	333,333	4
	Tree nurseries	48,000	50,000	180,000	92,667	7
	Miscellaneous	450,000	480,000	480,000	470,000	3
	Total	4,778,000	4,649,000	6,992,500	5,473,167	
	Average	682,571	664,143	998,929	781,881	
Value Chain Actors	Selling Mats Raw Material Leaves	328,000	296,000	332,000	318,667	
	Carpentry	824,000	995,850	1,272,125	1,030,658	5
	Local medicine	120,000	120,000	120,000	120,000	19
	Wood	637,500	803,750	1,079,583	840,278	6
	Fish	894,000	2,154,167	2,558,000	1,868,722	2
	Honey	305,000	368,750	535,750	403,167	13
	Bee Wax	79,500	102,000	258,000	146,500	18
	Charcoal	326,990	582,738	791,596	567,108	9
	Firewood	127,550	311,800	492,900	310,750	15
	Restaurant	1,014,750	1,269,125	2,877,166	1,720,347	4
	Mats	100,000	100,000	100,000	100,000	20
	Tenders	150,000	200,000	250,000	200,000	17
	Food stall	1,456,250	1,730,000	2,095,000	1,760,417	3
	Selling mushrooms	40,500	49,750	48,650	46,300	21
	Groundnuts	590,000	600,000	520,000	570,000	10
	Timber combing	534,933	660,000	160,000	451,644	11
Livestock	1,632,500	1,735,000	2,268,333	1,878,611	1	

Service Provider	Source	Amount (TZS)				Rank
		2012	2013	2014	Average	
	Milk	271,667	271,667	1,488,333	677,222	7
	Agriculture products	529,920	589,920	812,240	644,027	8
	Pottery	200,000	450,000	480,000	376,667	14
	Sale of raw material for mats	416,000	416,000	416,000	416,000	12
	Hand Hoe Handle	208,000	250,000	275,000	244,333	16
	NS	0	0	1,825,000	1,825,000	
	Total	10,787,060	14,056,517	21,055,677	15,299,751	
	Average	469,003	611,153	915,464	665,207	
Overall Total		15,565,060	18,705,517	28,048,177	20,772,918	
Overall Average		575,787	637,648	957,197	723,544	

Source: The Survey

3.6.2.3 NR Service Providers with Elaborate Financial Plan

The NGOs, CBO, CBNRM initiative groups and value chain members (private sector) were asked if they had elaborated financial plans (income and expenditure budgets). **Table 24** indicates that a total of 149 service providers responded to the question. Among them, 29 or 19% had elaborate financial plans. The table also indicates that all the NGOs interviewed had the financial plans. This could be attributed to the fact that they are required to provide financial reports to stakeholders such as donors. Conversely, most of value chain members had no financial plans because they are not accountable to any institution. Therefore, most of value chain members are unlikely to have elaborated financial plans because the project is expected to engage just a few. The lack of elaborated financial plans at most of the NR service providers other than NGOs is also due to lack of trained staff in financial management as shown in **Table 25** which indicates that only 7% of the NR service providers other than NGOs had staff trained in financial management. Based on the roll out target of up to 21% at the intermediate stage at the end of year 3 in 2016/2017 and 100% by the end of year 5 of the project implementation (2018/2019), the proportion of NR service providers with elaborate financial plans will be expected to increase from the baseline value of 19% to 23% and 50% intermediate and target values, respectively.

Table 24: NR Service Providers with Elaborate Financial Plans

Service provider	Number			
	Has Financial Plan	Do Not Have	Don't Know	Total
NGOs	6	0	0	6
CBNRM groups	2	3	0	5
CBOs	7	6	0	13
Value Chain Members (Private Sector)	14	110	1	125
Total	29	119	1	149
Ratio/Proportion	19%	80%	1%	100%

Source: The Survey

Table 25: NR Service Providers with Staff Trained in Financial Management

Service provider	Number			
	Has Staff Trained in Financial Management	Do Not Have	Don't Know	Total
CBNRM groups	2	3	0	5
CBOs	1	12	0	13
Value Chain Members (Private Sector)	7	117	1	125
Total	10	132	1	143
Ratio/Proportion	7%	92%	1%	100%

Source: The Survey

3.6.2.4 NR Service Providers with Strategic plans

The NGOs, CBO, CBNRM initiative groups and value chain members (private sector) were asked if they had strategic plan and functional management structure. **Table 26** indicates that a total of 149 service providers responded to the question. Among them, 32 or 21% had strategic plans. **Table 27** shows that the proportion of NR service providers with organization structures was 13% and all had functioning of organization structures (**Table 28**). This was the baseline value. Based on the roll out target of up to 21% at the intermediate stage at the end of year 3 in 2016/2017 and 100% by the end of year 5 of the project implementation (2018/2019), the proportion of NR service providers with strategic plan and functional management structure from the baseline value of 13% to 16% and 32% intermediate and target values, respectively.

Table 26: NR Service Providers with Strategic Plans

Service Provider	Number		
	Has Strategic Plan	Do Not Have	Total
NGOs	6	0	6
CBNRM groups	2	3	5
CBOs	5	8	13
Value Chain Members (Private Sector)	19	106	125
Total	32	117	149
Ratio/Proportion	21%	79%	100%

Source: The Survey

Table 27: NR Service Providers with Organization Structures

Service Provider	Number			
	Has Organization Structure	Do Not Have	Don't Know	Total
NGOs	6	0	0	6
CBNRM groups	4	1	0	5
CBOs	8	5	0	13
Value Chain Members (Private Sector)	2	122	1	125
Total	20	128	1	149
Ratio/Proportion	13%	86%	1%	100%

Source: The Survey

Table 28: Assessment of Functioning of Organization Structures

Service provider	Parameter (Number)			Average	Total Interviewed
	Most Job Positions are Filled	Each Position has Clear Job Description	There is Clear Line of Command		
NGOs	6	6	6	6	6
CBNRM groups	5	5	5	5	5
CBOs	8	8	8	8	13
Value Chain Members (Private Sector)	1	1	1	1	125
Total	20	20	20	20	149
Ratio/Proportion				13%	

Source: The Survey

3.6.2.5 Household Income Per Capita

Table 29 presents the sources of income and income distribution by source and council. The average annual household income per capita worked out at TZS 289,385, which was lower than the 2012 estimates for the region - per capita income of TZS 608,652 and the national estimate of TZS 1,025,000 for that. The difference is attributed to the fact that the survey covered largely rural households without including households at Kigoma Ujiji Municipal Centre and the headquarters of all the district councils who controls the area's economy. Based on the national GDP growth rate of 6.4% (2014/15) and the project's NRM for LED efforts, the average annual household income per capita will grow by 8% per annum. Therefore, the intermediate and target values of the average annual household income per capita at the end of year 3 in 2016/2017 will be TZS 364,542 and TZS 425,201 at the end of year 5 of the project implementation (2018/2019), respectively.

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Table 29: Household Income Per Capita

Source of income	Kakonko		Kasulu		Kibondo		Kigoma		Uvinza		Buhigwe		Total (TZS)		Average (TZS)	Rank
	n	Sum	n	Sum	n	Sum	n	Sum	n	Sum	n	Sum	n	Sum		
Income from employment (in cash)	17	4,048,000	6	9,164,000	31	12,434,000	5	12,580,000	2	400,000	11	7,488,000	72	46,114,000	640,472	4
Income from employment (in kind)	0	.	0	.	7	80,000	2	1,020,000	1	40,000	0	.	10	1,140,000	114,000	16
Income from non-farm self employment (Business)	11	20,747,000	36	23,732,300	20	11,358,700	43	31,127,750	32	10,560,000	9	7,456,000	151	104,981,750	695,243	3
Income from sell of crops produced (cash and food crops)	47	28,245,675	40	25,355,670	44	15,752,500	14	8,904,000	28	14,645,000	52	21,695,600	225	114,598,445	509,326	7
Use of own crops for household subsistence consumption (using market prices)	48	37,893,590	48	29,345,658	46	16,842,749	33	22,117,400	43	11,515,500	52	35,974,850	270	153,689,747	569,221	5
Income from livestock and livestock products e.g. milk, skin etc	23	11,830,000	13	4,180,000	19	2,309,000	15	2,048,000	15	958,000	15	2,996,000	100	24,321,000	243,210	11
Income from fishing	0	.	1	780,000	0	.	27	44,913,000	7	2,732,000	0	.	35	48,425,000	1,383,571	1
Income of members from producers' cooperatives including SACCOs	0	.	6	1,150,000	6	730,400	2	270,000	4	282,000	3	420,000	21	2,852,400	135,829	14
Income from rented house/rooms	0	.	1	40,000	0	.	2	84,000	6	478,000	0	.	9	602,000	66,889	19
Imputed rent of owner occupied dwellings	18	3,984,284	25	7,695,000	31	4,080,000	16	4,591,000	12	1,764,000	14	1,437,000	116	23,551,284	203,028	12
Interests income (loans/bank deposits and savings)	0	.	0	.	0	.	0	.	0	.	1	60,000	1	60,000	60,000	20
Current transfers and other benefits received. Rent received	7	622,000	5	1,417,000	4	2,286,000	8	934,500	20	2,145,000	2	440,000	46	7,844,500	170,533	13
Other received income include goods	5	403,000	1	365,000	7	255,000	12	1,143,860	12	744,000	1	300,000	38	3,210,860	84,496	18
Timber	0	.	1	200,000	0	.	0	.	1	47,000	0	.	2	247,000	123,500	15
Building poles	0	.	0	.	0	.	1	40,000	0	.	0	.	1	40,000	40,000	23
Thatching grass	0	.	1	10,000	0	.	2	33,500	8	363,000	5	95,000	16	501,500	31,344	24
Charcoal	0	.	1	60,000	0	.	0	.	2	3,440,000	0	.	3	3,500,000	1,166,667	2
Firewood	0	.	4	392,000	0	.	2	204,000	1	48,000	0	.	7	644,000	92,000	17
Fisheries	0	.	0	.	0	.	0	.	4	2,172,000	0	.	4	2,172,000	543,000	6
Traditional medicines/herbs	0	.	0	.	3	140,000	0	.	0	.	0	.	3	140,000	46,667	22
Honey	0	.	1	600,000	6	3,045,000	1	50,000	0	.	0	.	8	3,695,000	461,875	9
Fruits	0	.	1	800	1	5,000	0	.	0	.	0	.	2	5,800	2,900	25
Mushroom	2	11,200	6	824,500	10	289,000	2	8,000	1	15,000	0	.	21	1,147,700	54,652	21
Wood handles	1	4,000	1	1,000	1	1,000	0	.	0	.	0	.	3	6,000	2,000	26
Other (please specify)	0	.	1	78,000	0	.	4	3,000,000	5	370,000	0	.	10	3,448,000	344,800	10
Total	179	107,788,749	199	105,390,928	236	69,608,349	191	133,069,010	204	52,718,500	165	78,362,450	1,174	546,937,986	465,876	8
Population in Households Covered													1,890			
Average annual household income per capita (TZS)														289,385		

Source: The Survey

3.6.2.6 Benefits Shared among Members and Across Gender

CBNRM groups, Value Chain Members and Heads of Households were asked to mention economic benefits derived from the use of natural resources that are enjoyed by men/women in their areas. *Table 30* and *Table 31* show that responses from CBNRM groups indicated that about 48% of the NR benefits were enjoyed by women or both, while the proportions as per responses of Value Chain Members and Heads of Households were 60% and 68%, respectively. Therefore, in general, during the baseline survey, about 59% of the NR benefits were shared among members and across gender. Consideration the roll out target of 21% at the intermediate stage and the nature of some exploitation processes of NRs; the proportion of NR benefits shared among members and across gender at the end of year 3 in 2016/2017 will be 71% as the intermediate value and the target value at the end of project implementation (2018/2019) will be 90%.

Table 30: NR Benefits Shared Among Members and Across Gender

Responses					
(i) As per CBNRM Groups					
Type of NR Benefit	Men	Women	Both	Total	% Enjoyed by women or both
Timber	2	0	0	2	0%
Building poles	2	0	1	3	33%
Wood scaffold	2	0	0	2	0%
Thatching grass	2	1	1	4	50%
Charcoal	1	0	1	2	50%
Firewood	0	0	3	3	100%
Hunting	1	0	0	1	0%
Fisheries	1	0	3	4	75%
Honey	1	0	0	1	0%
Mushroom	0	1	0	1	100%
Total	12	2	9	23	48%
(ii) As per Value Chain Members					
Timber	50	0	39	89	44%
Building poles	39	0	3	42	7%
Wood scaffold	36	0	2	38	5%
Ropes	15	0	8	23	35%
Thatching grass	31	4	29	64	52%
Charcoal	14	4	64	82	83%
Firewood	4	15	58	77	95%
Hunting	3	0	0	3	0%
Wildlife meat trading	3	0	2	5	40%
Fisheries	11	0	15	26	58%
Drinking water	0	0	1	1	100%
Traditional medicines/herbs	0	1	9	10	100%
Honey	29	1	27	57	49%
Fruits	1	1	1	3	67%
Bee Wax	0	0	10	10	100%
Mushroom	0	30	24	54	100%
Pottery soil	1	1	5	7	86%
Trophy (animal/bird/wood)	1	0	0	1	0%
Wood equipments	14	0	11	25	44%
Wood handles	12	0	18	30	60%
Other	1	4	3	8	88%
Total	265	61	329	655	60%

Source: The Survey

Table 31: Benefits and the Beneficiaries of Natural Resources

Districts	Total										
	Kakonko	Kasulu	Kibondo	Kigoma	Uvinza	Buhigwe	Total districts	Total	Men	Women	Both
Grand total	85	103	153	99	129	86	655	655	265	61	329
% Beneficiaries									40.5%	9.3%	50.2%

Source: The Survey

3.6.2.7 DDP Budget Allocated to NRM

Table 32 presents total budgets for the districts and allocation to NRM based on secondary data collected from the six district councils where the selected landscapes are located. It indicates that the overall percentage of DDP budget allocated to NRM was 0.42%. Based on the national GDP growth rate of 6.4% (2014/15) and the project's NRM for LED efforts, the average annual household income per capita will grow by 8% per annum. Therefore, the overall percentage of DDP budget allocated to NRM will be 0.53% at the end of year 3 in 2016/2017 as the intermediate value and to improve NRM it should be 1.0% at the end of year 5 of the project implementation (2018/2019), respectively.

Table 32: DDP Budget Allocated to NRM

TZS

S/N	District Council	Total Budget for the District Council			NRM Budget				NRM %ge			
		2012/13	2013/14	2014/15	2012/13	2013/14	2014/15	Average	2012/13	2013/14	2014/15	Average
1	Uvinza	-	19,742,353,229	28,412,341,091	-	55,002,836	55,002,836	55,002,836	-	0.28%	0.19%	0.24%
2	Kigoma	35,224,819,153	16,326,582,851	22,496,116,188	110,000,000	77,430,000	441,238,000	209,556,000	0.31%	0.47%	1.96%	0.92%
3	Kasulu	46,520,402,821	35,275,241,774	38,706,734,812	16,000,000	47,000,000	609,500	21,203,167	0.03%	0.13%	0.00%	0.06%
4	Buhigwe	-	18,369,261,660	20,559,374,000	-	-	24,000,000	24,000,000	-	0.00%	0.12%	0.06%
5	Kibondo	30,283,906,258	33,104,422,960	23,726,653,486	141,000,000	133,977,500	56,756,600	110,578,033	0.47%	0.40%	0.24%	0.37%
6	Kakonko	-	3,615,603,645	18,686,679,800	-	52,917,500	48,915,000	50,916,250	-	1.46%	0.26%	0.86%
Total		112,029,128,232	126,433,466,119	152,587,899,377	267,000,000	366,327,836	626,521,936	471,256,286				
Average		37,343,042,744	21,072,244,353	25,431,316,563	89,000,000	73,265,567	104,420,323	78,542,714	0.27%	0.46%	0.46%	0.42%

Source: Survey

3.6.3 Results' Indicators

3.6.3.1 Result 1

(a) The extent to which decision makers utilize generated information at DSS during decision making processes

Information for this indicator was obtained from the DPLOs who were assisted by the Community Clerk (CC). The study found out that district council meetings of four (Kakonko, Kasulu, Kibondo and Uvinza) out of the six districts covered by the survey had made decisions on NRs during the year preceding the survey. The decision included:

District	Decision
Kakonko	Establishing council forests
Kasulu	Providing area for livestock keepers
	Setting by laws on forestry
Kibondo	Evaluation of existing resources as part of PFM
	Preparation of Village Forest management Plan and by laws as part of PFM

Among the four districts, two district councils (Kasulu and Kibondo) had made the decisions using factual data. Therefore, about 50% of the decisions were made using factual data.

Based on the roll out target of 21% at the intermediate stage, the ratio of decisions reached based to factual information to the total decisions made during planning processes at the village and district councils will be 61% as the intermediate value at the end of year 3 in 2016/2017 and 80% as the target value at the end of year 5 of the project implementation (2018/2019).

(b) Number of villages/districts integrating activities related to landscape management and coordination in their village/district development plan

The baseline value for this indicator was 0 because the landscapes will be introduced by the project.

Since the project will cover all the 6 district councils of Kigoma Region, assuming that each of the 7 landscapes will have 5 villages, 35 villages in total, and taking into consideration the roll out target of 21% at the intermediate stage; the total number of districts integrating activities related to landscape management and coordination in their district development plan as the intermediate value at the end of year 3 in 2016/2017 will be 2 districts and the target value at the end of year 5 of the project implementation (2018/2019) will be all the 6 districts. With regard to villages, the intermediate value at the end of year 3 in 2016/2017 will be 8 villages and the target value at the end of year 5 of the project implementation (2018/2019) will be all the 35 villages.

3.6.3.2 Result 2

(a) Tender/financial reports relates to NR shared through public notice board

(i) Tender reports relates to NR shared through public notice board

NGOs were asked whether tenders related to NR were produced in the areas they operate during the past 12 months and which were shared through public notice boards. **Table 35** shows that about 67% of the NR tenders were publicly shared in two districts (out of the six districts). These were district level tenders. Two out of the three tenders were for the refugee camps.

CBNRM Groups were also asked a similar question but did not report any tender while interviews with members of the NR value chain identified some tenders in three districts (out of the six districts) that were prepared and publicly shared at the villages covered by the survey. **Table 36** indicates that 113% of the prepared tenders were publicly shared; implying that sharing was 100% and that one of the publicly shared tender at Kitanga Village should have been prepared in the previous year(s). The table also shows that preparation and sharing of tenders was reported only in 5 out of the 18 villages covered by the survey. It also indicates the type of tenders prepared and the tender issuer.

Heads of Households were also asked if there were tenders related to NR produced in the areas they operate during the past 12 months. *Table 37* indicates that there were 5 tenders and 4 or 90% were shared through public notice boards (except the tender at Ilalanguru village). It also shows that Heads of Households were aware of tenders at 5 out of the 18 villages covered by the survey. Only 5 out of the 270 Heads of Households interviewed or 2% were aware of an NR related tender at their villages, implying that it was not widely practiced during the baseline survey. The tenders were for making patrol of the village forest (Ilalanguru village), making of window and door frames for the school (Kitanga Village), making of project furniture (Rumashi village) and making timber (Kumkugwa village).

Table 35: Tenders Related to NR Prepared and Shared through Public Notice Boards as per NGOs

District	Supply of Firewood to Refugees Camps		Harvesting of Poles for Building Tents		Making Modern Beehives		Total		
	Prepared	Publicly Shared	Prepared	Publicly Shared	Prepared	Publicly Shared	Prepared	Publicly Shared	Ratio Shared
Kasulu	1	1	1	0	0	0	2	1	50%
Kibondo	0	0	0	0	1	1	1	1	100%
Total	1	1	1	0	1	1	3	2	67%

Source: The Survey

Table 36: Tenders Related to NR Prepared and Shared through Public Notice Boards as per Value Chain Members

Description of tender	Tender Issuer/ Advertiser	Kakonko	Kasulu		Kigoma		Total
		Rumashi	Kigadye	Kitanga	Kigalye	Mgaraganza	
(a) Tenders Prepared		2	1	1	1	3	8
(b) Tenders Shared							
Tree harvesting	VULUM	0	0	0	0	3	3
Firewood	Village Council	0	0	0	1	0	1
Shred wood /beam	Village Council	0	0	1	0	0	1
Furniture making	Village Council	1	0	1	0	0	2
Making school frames	District Council	0	1	0	0	0	1
Repair school furniture	Village Council	1	0	0	0	0	1
Total		2	1	2	1	3	9
Ratio Shared		100%	100%	200%	100%	100%	113%

Source: The Survey

Table 37: Tenders Related to NR Prepared and Shared through Public Notice Boards as per Heads of Households

District	Village	Yes	No	Don't Know	Total
Kakonko	Rumashi	1	13	1	15
Kasulu	Kitanga	1	12	2	15
Kibondo	Kumkugwa	1	10	4	15
Kigoma	Mgaraganza	1	9	5	15
Uvinza	Ilalanguru	1	14	0	15
Total		5	201	64	270
Number Shared		4			
Ratio Shared		90%			

Source: The Survey

(ii) Financial reports relates to NR publically shared through public notice board

NGOs were also whether financial reports related to NR were prepared in the areas they operate during the past 12 months and which were shared through public notice boards. **Tables 38** shows that 8 financial reports were prepared and 9 reports or 113% reports were shared through public notice boards. Therefore, one of the reports shared was prepared in the previous year(s). The table also shows the type of financial reports prepared and shared.

Table 38: Financial reports related to NR Prepared by Districts as per NGOs

District	Work Plan and Budget	Financial Reports	Development Plan	Income and Expenditure	Number	
					Beekeeping projects and PFM	Total
Uvinza	1	1	1	0	0	3
Kigoma	0	0	1	2	0	3
Kasulu	0	0	1	0	0	1
Kibondo	0	0	0	0	1	1
Total	1	1	3	2	1	8

Source: The Survey

Table 37: Financial Reports Related to NR Shared Through Public Notice Boards by Districts as per NGOs

District	Work plan and Budget	Financial Reports	Development Plan	Income and Expenditure	Number	
						Total
Uvinza	1	1	0	0		2
Kigoma	0	0	2	3		5
Kasulu	0	0	1	1		2
Total	1	1	3	4		9

Source: The Survey

Interview with CBOs/Groups engaged in CBNRM identified two financial reports that were prepared in Uvinza District (out of the six districts) but only one or 50% was shared through public notice board (**Table 38**).

Table 38: Financial reports Related to NR Shared through Public Notice Boards by Districts as per CBNRM Group

District	Village	Financial Reports Prepared (Number)			Shared	Ratio
		Income and expenditure	Implementation report	Total		
Uvinza	Ilalanguru	0	1	1	1	100%
	Malagarasi	1	0	1	0	
	Total	1	1	2	1	50%

Source: The Survey

Members of the NR value chain were also asked to mention NR Related Financial Reports Prepared and Publicly Shared through notice boards. **Table 39** shows that 18 financial reports were prepared and 20 reports or 111% reports were shared through public notice boards. Two financial reports shared were prepared in the previous year(s) at Rumashi and Herushingo villages. Moreover, the table also shows that preparation and sharing of financial reports was reported at only at 9 villages or 50% of the 18 villages covered by the survey.

Table 39: NR Related Financial Reports Prepared and Publicly Shared through Notice Boards as per Value Chain Members

Description of the report	Kakonko	Kasulu			Kibondo	Kigoma			Uvinza	Buhigwe	Total (Number)	
	Rumashi	Herushingo	Kigadye	Kigendeka	Mtanga	Kigalye	Mgaraganza	Kasisi	Mugera			
	VC	VC	VEO	VC	VC	VC	VEO	VC	VEO			
(a) Tenders Prepared	3	1	1	1	3	2	1	1	2	2	1	18
(b) Tenders Shared												
Income and expenditure	3	1	1	0	3	2	0	1	2	2	1	16
Handover reports	0	0	0	0	0	0	1	0	0	0	0	1
Development projects	1	1	0	1	0	0	0	0	0	0	0	3
Total	4	2	1	1	3	2	1	1	2	2	1	20
% Shared	133	200	100	100	100	100	100	100	100	100	100	111

Source: The Survey

Key: VC = Village Chairman

Heads of Households were also asked if there were NR Related Financial Reports Prepared and shared through notice boards during the past 12 months. *Table 40* indicates that the Heads of Households were aware of 30 financial reports that were prepared at 11 villages out of the 18 villages covered by the survey. They were aware that 37 financial reports had been shared through notice boards (123% of those prepared). Therefore, some of the financial reports shared were prepared in the previous year(s).

Table 40: NR Related Financial Reports Prepared and Publicly Shared through Notice Boards as per Heads of Households

District	Village	Financial Reports Prepared (Responses)
Kakonko	Rumashi	2
Kasulu	Heru-ushingo	3
	Kigadye	6
	Kitanga	2
Kibondo	Kigendeka	2
Kigoma	Mtanga	2
	Mgaraganza	5
Uvinza	Kasisi	3
	Ilalanguru	1
Buhigwe	Kajana	2
	Mugera	2
Total		30
Type of Report		Financial Reports Shared (Responses)
Income and expenditure (All except Rumashi and Kigadye villages)		16
Progress Reports (Rumashi, Kitanga, Mgaraganza and Kajana villages)		6
Fines (Kigadye Village only)		6
Village Projects (Kigendeka and Kasisi villages)		4
Resource protection (Kasisi village)		1
Sales of Charcoal (Mgaraganza village)		1
Tree Harvest (Mgaraganza village)		1
Payment for Village Water for bricks making (Mgaraganza village)		1
Selling Plots (Kigadye village)		1
Total		37

Source: The Survey

(iii) Baseline, Intermediate and Target Indicators

Based on the above information on the tenders, financial reports and the extent to which the practices were in few villages, the baseline value is set at 50% while the intermediate value at the end of year 3 in 2016/2017 and the target value at the end of year 5 of the project implementation (2018/2019) are set at 67% and 100%, respectively.

(b) Proportion of people perceive that election processes for NR related committee meet good governance standards*(i) Baseline Findings*

NGOs were asked whether the election of NR related Committees in the villages they operate were free and fair. **Table 41** shows that about 86% of the NGOs interviewed perceived the election of the committees in the areas they operate as free and fair. The high level of perceived compliance to good governance standards could be attributed to the capacity building support of the NGOs interviewed and related reporting requirements.

Table 41: Perception of the Election Processes for NR Related Committees by NGOs

District	Response		
	Yes	No	Total
Uvinza	1	0	1
Kigoma	2	1	3
Kasulu	1	0	1
Kibondo	1	0	1
Kakonko	1	0	1
Total	6	1	7
Ratio	86%	14%	100%

Source: The Survey

The survey data indicated that the reasons for failure of the committee elections to meet good governance standards in Kigoma DC were limited participation and the VLUM membership being like permanent because their establishment does not make elections mandatory.

When the same question was asked to the key value chain members in the villages covered by the survey, it was found out that, overall, only about 32% of the key value chain members interviewed perceived the election of the committees in their villages as free and fair (**Table 42**).

Table 42: Perception of the Election Processes for NR Related Committees by Key Value Chain Members

District	Village	Response				% Free and Fair
		Yes	No	Don't know	Total	
Kakonko	Gwarama	2	1	4	7	29%
	Churazo	2	3	2	7	29%
	Rumashi	3	1	3	7	43%
	Sub-total	7	5	9	21	33%
Kasulu	Herushingo	3	2	2	7	43%
	Kigadye	0	2	5	7	0%
	Kitanga	2	1	4	7	29%
	Sub-total	5	5	11	21	24%
Kibondo	Kumkugwa	3	0	4	7	43%
	Kumbanga	3	1	3	7	43%
	Kigendeka	2	3	1	6	33%
	Sub-total	8	4	8	20	40%
Kigoma	Mtanga	3	0	5	8	38%
	Kigalye	2	0	4	6	33%

District	Village	Yes	No	Don't know	Total	% Free and Fair
	Mgaraganza	4	0	3	7	57%
	Sub-total	9	0	12	21	43%
Uvinza	Kasisi	2	1	4	7	29%
	Ilalanguru	3	0	4	7	43%
	Malagarasi	3	0	4	7	43%
	Sub-total	8	1	12	21	38%
Buhigwe	Katundu	0	1	6	7	0%
	Kajana	2	4	1	7	29%
	Mugera	1	0	6	7	14%
	Sub-total	3	5	13	21	14%
Total		40	20	65	125	32%

Source: The Survey

Reasons for the elections not being free and fair included: nepotism/favoritism (Kigadye, Kumbanga and Kasisi villages), corruption (Kitanga village), limited participation (Kigadye village), and supremacy of party ideologies (Herushingo village) and lack of transparency (Rumashi Village).

Heads of Households were also asked whether the election of NR related Committees of their villages were free and fair. **Table 43** shows that 42% of heads of households perceived the election to be free and fair.

Table 43: Perception of the Election Processes for NR Related Committees by Heads of Households

District/Responses	Village	Yes	No	Don't Know	Total
Kakonko	Gwarama	7	1	7	15
	Churazo	5	4	6	15
	Rumashi	11	0	4	15
	Sub-total	23	5	17	45
Kasulu	Heru-ushingo	4	2	9	15
	Kigadye	11	1	3	15
	Kitanga	4	3	8	15
	Sub-total	19	6	20	45
Kibondo	Kumkugwa	9	3	3	15
	Kumbanga	8	5	2	15
	Kigendeka	7	1	7	15
	Sub-total	24	9	12	45
Kigoma	Mtanga	10	1	4	15
	Kigalye	8	2	5	15
	Mgaraganza	6	2	7	15
	Sub-total	24	5	16	45
Uvinza	Kasisi	6	5	4	15
	Ilalanguru	7	3	5	15
	Malagarasi	4	9	2	15
	Sub-total	17	17	11	45
Buhigwe	Katundu	0	3	12	15
	Kajana	1	1	13	15
	Mugera	5	1	9	15
	Sub-total	6	5	34	45
Total		113	47	110	270
Ratio		42%	17%	41%	100%

Source: The Survey

Table 44: Reasons for Perception of the Election Processes for NR Related Committees by Heads of Households

Reason	Response
Not Participatory (Never consulted), Committee members are appointed by the village leaders	11
Nepotism / favoritism	4
No elections held, no committee formed	4
Some members i.e. elites outsmart others and are elected	2
No meetings were held for the elections	1
Higher authorities interfere with Committee mandates because of vested interests	1
Limited Committees authority-Issuance of harvesting permits by higher levels (districts/TFS)	1
Influence of political parties/ party ideologies apply in the elections i.e. village government is selective	3
Opportunities not made public, yet they continue to be in the committee	1
Lack of accountability and transparency	2
Environment is destroyed	1
Preference for those at the trading centre	1
Lack of understanding of the importance of the committees, empowerment and responsibilities	2
Communities do not attend meetings when held to elect committee members	1
Don't know	2
Total	37

Source: The Survey

(ii) Baseline, Intermediate and Target Indicators

Based on the above information on perception of the election processes for NR related committees, the baseline value is set at 50% while the intermediate value at the end of year 3 in 2016/2017 and the target value at the end of year 5 of the project implementation (2018/2019) are set at 61% and 86%, respectively.

(c) Proportion of CBOs and other institutions working on NR related activities whose annual financial reports are shared to beneficiaries/public

(i) Baseline Findings

DLNROs were asked to mention CBOs and other institutions working on NR related activities in their districts that shared their annual financial reports to beneficiaries/public during 12 months preceding the baseline survey. However, none of the six DLNRO could answer that question implying that they were not aware or sharing the financial reports was not one of the requirements of DLNROs. However, when District Community Development Officers (DCDOs) were asked the same questions, they could mention that 4 or 24% of the 17 CBOs and other institutions working on NR related activities in their districts shared their annual financial reports to beneficiaries/public during 12 months preceding the baseline survey. These included Concern networks (Kigoma DC), FZS networks (Kigoma DC), CCT (Kibondo DC) and TCRC (Kibondo DC).

When District Cooperatives Officer (DCO) were asked the same question, they indicated that 29 or 88% of the 33 cooperatives as CBOs working on NR related activities in their districts shared their annual financial reports to beneficiaries/public during 12 months preceding the baseline survey. The high level of sharing financial reports was due to the fact that it is a requirement of the cooperative law and the cooperatives must inform, invite and report to the DCOs about such meetings. The 29 cooperatives were:

CBOs and other institutions	District
CONCERN Networks	Kigoma
Bhambuke Beekeepers	Kasulu
Kagenza Beekeepers	Kasulu
Chama cha Wafuga Nyuki - Kasulu	Kasulu
Mfungenzi Beekeepers Coop. Society	Uvinza
Kazaroho Beekeepers Coop. Society	Uvinza
Mwakila Beekeepers Coop. Society	Uvinza
22 Tobacco AMCOs	Uvinza

NGOs interviewed were asked to mention CBOs and other institutions working on NR related activities that shared their annual financial reports to beneficiaries/public in their operating areas. They indicated that 7 or 78% of the 9 CBOs and other institutions working on NR related activities in the areas where the NGOs interviewed operate had shared their annual financial reports to beneficiaries/public. The high rate could also be attributed to the fact that financial reporting and transparency is one of key requirements of NGOs. The seven CBOs that shared their financial reports based on the interviews of NGOs were:

District	CBO
Kigoma	CARITAS supported CBO
	Kasulu Consortium
	CONCERN supported CBO
	TWAVEZA
Uvinza	Human Health Networks
	Environmental Conservation Networks - Mjumita
	VICOBA/COCOBA

During the Focus Group Discussion involving Village Government Councils (Chairperson, VEO and leaders of the Village Natural Resources Committees – VNRC and Village Land Use Management - VLUM Committees), it was discussed if there were CBOs and other institutions working on NR related activities that shared their annual financial reports to beneficiaries/public of the village. It was found out that only 2 or 13% of the 15 CBOs identified during the discussion had shared financial reports. The two CBOs that were reported sharing financial reports were UMAKATA of Mtanga Village and CARITAS supported CBO at Malagarasi Village. It seems that reporting requirements of sponsors/donors was behind sharing of the reports.

For those whose reports were not shared, the main reasons mentioned were that sharing of work plans, budget and financial reports has not been the practice for most organizations except where this was mandatory by the donors or respective government offices. The absence of stakeholders' platforms was also indicated as a reason for partners working in isolation. Based on the interventions related to establishment of stakeholders' platforms will contribute to achieving the intermediate and target values.

(ii) Baseline, Intermediate and Target Indicators

Based on the above information, the baseline value is set at 24% while the intermediate value at the end of year 3 in 2016/2017 and the target value at the end of year 5 of the project implementation (2018/2019) are set at 50% and 80%, respectively.

(d) Proportion of people/NR users who perceive that corruption is reduced at all decentralized levels**(i) Baseline Findings**

Table 45 shows that the survey found out that accessed service from the NR officers was about 9% of the people interviewed. The table shows further that only 3% could acknowledge that they paid bribe so as to access the service.

Table 45: Accessed Service from the NR Officers and Corruption Prevalence

Category	Access of Service from the NR Officers					Corruption Prevalence				
	Yes	No	Don't Know	Total	% Who accessed service from the NR officers	Yes	No	Don't Know	Total	% Who Bribed
NGOs	6	1	0	7	86%	0	6	0	6	0%
CBNRM groups	3	2	0	5	60%	0	3	0	3	0%
Value Chain Members	12	104	9	125	10%	1	11	0	12	8%
Heads of Households	14	223	33	270	5%	0	8	6	14	0%
Total	35	330	42	407	9%	1	28	6	35	3%

Source: The Survey

During the survey, about 431 people were asked to give their opinion on whether corruption in NRM has decreased. **Table 46** shows that, on average, about 22% of the respondents felt that corruption in NRM had decreased. However, the table reveals that the proportion feeling that corruption has decreased declines as one move from high to low levels of decentralization. It seems that people are shy of speaking the truth or some high level people are part of corruption.

Table 46: Perception of Decrease of Corruption in NRM

Category/Respondents	Yes	No	Some how	Don't Know	Total	% Who Perceive Corruption is Reduced (Yes or Somehow)
DLNROs	0	1	4	1	6	67%
Villagers Government (FGDs)	9	3	0	6	18	50%
NGOs	3	2	2	0	7	71%
CBNRM groups	1	1	1	2	5	40%
Value Chain Members	28	27	5	65	125	26%
Heads of Households	43	59	0	168	270	16%
Total	84	93	12	242	431	22%

Source: The Survey

The survey established the following reasons for decrease or non decrease of corruption in NRM:

1) Reasons for decrease of corruption in NRM by district	<ul style="list-style-type: none"> ▪ No reports of incidences of corruption reported ▪ There was a new village government ▪ Those demanding bribe are few ▪ People know and follow procedures ▪ Absence of NRs that community trade on i.e. decrease of commercial timber trees and absence of charcoal markets
2) Reasons for corruption in NRM not decreasing	<ul style="list-style-type: none"> ▪ No one is held accountable of some acts of corruption ▪ Bribe is also demanded by the laws enforcers i.e. by police officers
3) Reasons for moderate decrease of corruption in NRM	<ul style="list-style-type: none"> ▪ Many people involved in NRM are not willing to provide free services ▪ Getting permits takes longer and some would prefer short cuts through bribes ▪ Absence of NR officers in the village

(ii) Baseline, Intermediate and Target Indicators

Based on the above information, the baseline value is set at 22% while the intermediate value at the end of year 3 in 2016/2017 and the target value at the end of year 5 of the project implementation (2018/2019) are set at 35% and 60%, respectively.

(e) Proportion of people/NR users who perceive that local government authorities are accountable and willing to facilitate NRM activities at all levels**(i) Baseline Findings**

Table 47 shows that, on average, about 46% of the respondents perceived the LGAs as accountable and willing to facilitate NRM activities. However, like perception of corruption, the proportion with positive perception declines as one move from high to low levels of decentralization.

Table 47: Perception of Accountability and Willingness of LGAs to facilitate NRM Activities LGAs

Category	Yes	No	Somehow	Don't Know	Total	% Who Perceive LGAs as accountable and willing to facilitate NRM
NGOs	7	0	0	0	7	100%
CBNRM groups	2	1	2	0	5	40%
Value Chain Members	60	39	23	1	123	49%
Heads of Households	119	57	66	28	270	44%
Total	188	97	91	29	405	46%

Source: The Survey

Reasons for positive perception that Local Government Authorities are accountable and willing to facilitate NRM activities included:

- They are actively involved in NRM
- They offer an opportunity for NGOs / CBOs do the work of environment
- They visit actors and stakeholders to provide advices
- LGAs conserve natural resources by enforcing laws
- There are NR related committees
- They have allocated LGA forests
- They make patrols and arrest lawbreakers
- They provide NRM education and advocacy
- They organize meetings on NRM

Reasons for negative perception:

- District councils do not visit rural areas
- Cattle are still in reserved areas
- They campaign for dividing protected areas into farms
- Forests are declining
- Corruption
- Negligence
- Not transparent
- Lack of forums / meetings
- Excessive bureaucracy

Reasons for moderate perception:

- LGAs carryout some of their roles
- Aim at collecting revenue
- They make limited follow-ups
- Invasion of forests has slowed
- Initiating natural resources projects
- They are donor driven (work and are transparent when there are donors)

(ii) Baseline, Intermediate and Target Indicators

Based on the above information, the baseline value is set at 46% while the intermediate value at the end of year 3 in 2016/2017 and the target value at the end of year 5 of the project implementation (2018/2019) are set at 55% and 75%, respectively.

3.6.3.3 Result 3

a) Quantity of Energy Sources Consumed

Heads of Households were asked how much of each type of energy they normally use in a typical month in a particular unit of measurement. *Table 48* shows the average annual quantity of energy sources consumed (data disaggregated by energy source and unit of measurement). It shows that the energy source mostly consumed was firewood. The energy sources that are used in other parts of the country but respondents confirmed that they are not available in the landscapes include animal dung, biogas, gas – LPG and electricity from grid.

The table disaggregated the data by energy source as per the indicator requirement. This could be attributed to the fact that the energy sources are measured in different units. The quantities shown in the table are the baseline values. The major drivers for increase/decrease of energy consumption are population growth, economic development and switching between types of energy. However, the increase/decrease is not directly proportionate. For instance, doubling of house size does not necessarily lead to doubling the quantity of energy consumed. Nevertheless, the population growth for Kigoma region of 2.4% has been used for projection of quantities of energy consumed. Therefore, the intermediate quantities (values) at the end of year 3 in 2016/2017 will be 7.2% higher than the baseline quantities in respective units of measurement. The target value at the end of year 5 of the project implementation (2018/2019) is projected to be 12% of the baseline value.

Table 48: Consumption of Energy by Source

Resource	Unit	Consumption in a Typical 30 Days Month														Total for 12 Months Average	Population in Households Covered	Average Annual Consumption per Capita
		Kakonko		Kasulu		Kibondo		Kigoma		Uvinza		Buhigwe		Total for				
		N	Sum	N	Sum	N	Sum	N	Sum	N	Sum	N	Sum	N	Sum			
Charcoal	Tin	6	34	6	30	4	14	12	249	9	41	1	4	38	372	4,458	1,890	2.36
	Heap	0	.	0	.	0	.	1	15	1	6	0	.	2	21	252	1,890	0.13
	Sack	3	9	6	22	4	15	3	23	1	4	2	1	19	74	882	1,890	0.47
Firewood	Load	44	377	42	436	43	714	41	854	31	265	45	525	246	3,171	38,046	1,890	20.13
Kerosene	Liter	4	4	3	8	19	30	25	138	22	47	10	29	83	255	3,054	1,890	1.62
	Pint	1	15	2	16	0	.	0	.	0	.	0	.	3	31	372	1,890	0.20
Biomass residue - plants	Load	0	.	0	.	1	2	0	.	0	.	0	.	1	2	24	1,890	0.01
	Sack	0	.	1	7	0	.	0	.	0	.	0	.	1	7	84	1,890	0.04
Generator	Liter	0	.	0	.	0	.	0	.	1	30	0	.	1	30	360	1,890	0.19
Solar	Hours	3	285	5	1,264	3	1,020	2	372	2	61	4	17	19	3,019	36,228	1,890	19.17
Batteries/ Dry cell	Hours	8	20	12	805	14	43	1	104	2	16	5	27	42	1,015	12,180	1,890	6.44
	Piece	28	69	25	203	18	35	7	271	5	57	30	315	113	950	11,400	1,890	6.03
Candle	Piece	0	.	3	43	0	.	1	3	0	.	0	.	4	46	552	1,890	0.29
Grass (Nyasi)	Load	1	4	0	.	0	.	0	.	0	.	0	.	1	4	48	1,890	0.03

Source: The Survey

b) Proportion of People whose per Capita Income is Above \$1.00 Per Day due to Use of NR Value Chain

This indicator was derived from Section 3.6.2.5 and the population in households that were earning income from NR products during the survey. *Table 49* presents the result. The table shows that 80 households interviewed were earning some income from NR products. The households had total population of 489 people. The table indicates that the average annual household income per capita in USD per day was USD 0.05, which was extremely below the poverty line (USD 1.00). This implies that households in the landscapes were more dependent on other sources of income such as agriculture than NRs. The finding indicates that it was very difficult to improve livelihoods of the communities by depending on NRs only. It seems that most people/households were involved in low scale or seasonal NR related activities as indicated by a wide range in Section 3.6.2.2. Therefore, even if the per capita income could be calculated by income ranges – below and above the poverty line, it would not change the baseline finding that the proportion of people whose per capita income was above \$1.00 per day due to sustainable use of NR value chain was 0%. Considering the roll out target of the project and the need to promote sustainable utilization of the NRs, the intermediate value at the end of year 3 in 2016/2017 and the target value at the end of year 5 of the project implementation (2018/2019) are projected at 1% and 2%, respectively.

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Table 49: Household Income Earned by Members from Natural Resources Products by District

Source of Natural Resources Income	Kakonko		Kasulu		Kibondo		Kigoma		Uvinza		Buhigwe		Total (TZS)		Average (TZS)	Rank
	n	Sum	n	Sum	n	Sum	n	Sum	n	Sum	n	Sum	n	Sum		
Timber	0	.	1	200,000	0	.	0	.	1	47,000	0	.	2	247,000	123,500	5
Building poles	0	.	0	.	0	.	1	40,000	0	.	0	.	1	40,000	40,000	9
Thatching grass	0	.	1	10,000	0	.	2	33,500	8	363,000	5	95,000	16	501,500	31,344	10
Charcoal	0	.	1	60,000	0	.	0	.	2	3,440,000	0	.	3	3,500,000	1,166,667	1
Firewood	0	.	4	392,000	0	.	2	204,000	1	48,000	0	.	7	644,000	92,000	6
Fisheries	0	.	0	.	0	.	0	.	4	2,172,000	0	.	4	2,172,000	543,000	2
Traditional medicines/herbs	0	.	0	.	3	140,000	0	.	0	.	0	.	3	140,000	46,667	8
Honey	0	.	1	600,000	6	3,045,000	1	50,000	0	.	0	.	8	3,695,000	461,875	3
Fruits	0	.	1	800	1	5,000	0	.	0	.	0	.	2	5,800	2,900	11
Mushroom	2	11,200	6	824,500	10	289,000	2	8,000	1	15,000	0	.	21	1,147,700	54,652	7
Wood handles	1	4,000	1	1,000	1	1,000	0	.	0	.	0	.	3	6,000	2,000	12
Other (please specify)	0	.	1	78,000	0	.	4	3,000,000	5	370,000	0	.	10	3,448,000	344,800	4
Total	3	15,200	17	2,166,300	21	3,480,000	12	3,335,500	22	6,455,000	5	95,000	80	15,547,000	2,909,404	
Population in Households Covered													489			
Average annual household income per capita (TZS)														31,793		
Exchange Rate used (USD/TZS)														1,600		
Average annual household income per capita in USD														20		
Average annual household income per capita in USD per Day														0.05		

Source: The Survey

An exchange rate of TZS 1,600 per USD was used as the average rate before the slump of the Shilling during the baseline survey.

c) Number of Business Coalition formed among Key NR Users in the Region

The survey obtained the number of business coalition formed among key NR users in the region through interviews of DLNROs, CBOs/groups engaged in CBNRM initiatives, District Cooperatives Officers (DCOs) and Value chain members (Key NR transformers, key NR traders and resource users). It was found out that DLNROs and CBNRM initiatives interviewed were not aware of any business coalitions (agreements/contracts) formed among key NR users at their villages. The awareness of business coalitions by other respondents was as shown in **Table 50**. The table indicates that 5 out of the 6 DCOs interviewed were aware of some business coalitions. It was also found out that 21 or 17% of the 125 value chain members interviewed had ever entered into a coalition. Some villages had more than one business coalitions of NR users.

With regard to the indicator, sought, the table indicates that the total number of business coalition formed among key NR users in the region during the baseline survey was 25. Based on the roll out target of 21% at the intermediate stage, the total number of business coalition formed among key NR users in the region at the intermediate stage at the end of year 3 in 2016/2017 and at the end of year 5 of the project implementation (2018/2019) are projected to be 32 and 60 villages as intermediate and target values, respectively.

Table 50: Business Coalition formed among Key NR Users in the Region

(a) District Cooperatives Officers (DCOs) Awareness					
1.	Business Coalitions Established	District	Purpose		
2.	Fisheries laws	Kigoma	Managing income		
3.	Transportation of fishery products	Kigoma	Building cooperative		
4.	Kigoma Tobacco Growers Coop. Society	Uvinza	Economies of scale representation at Higher levels	Group training	Platform
5.	Makampuni ya Tumbaku (Alliance One)	Kibondo	Getting firewood sustainably		

(b) Value chain members Awareness					
S/N	Business Coalitions Established	District	Village	Other Party	Purpose
1.	Trading among themselves	Uvinza	Kasisi	Fisher	Assurance of getting fish
2.	Trading among themselves			Vendor	Assurance of getting fish
3.	Wood making / sawmill		Ilalanguru	Himself	To facilitate work
4.	Wood making / sawmill			Brother	To facilitate work
5.	Getting wood for selling		Malagarasi	Wood Cutters	Get wood for selling
6.	Wholesale of charcoal		Malagarasi	Charcoal Maker	Getting charcoal for wholesale
7.	Trading	Kasulu	Kigalye	Colleague	Raise capital
8.	Selling of honey		Herushingo	Trader	Getting market
9.	Getting Capital			Trader	Raise capital
10.	Making frames			Other Carpenters	To facilitate work
11.	Hanging beehives			Pastoralists	To facilitate work
12.	VOCOBA	Kigoma	Mtanga	Members	Lending each other

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S/N	Business Coalitions Established	District	Village	Other Party	Purpose
13.	Carpentry			Other Carpenters	Completing work on time
14.	Carpentry			Other Carpenters	Completing work on time
15.	Carpentry		Mtanga	Other Carpenters	Completing work on time
16.	Carpentry	Kakonko	Rumashi	Other Carpenters	Work was large
17.	Hanging beehives			Pastoralists	Increasing hives
18.	Getting chemicals for a Dip	Buhigwe	Mugera	Pastoralists	Contribute veterinary medicines
19.	Getting chemicals for a Dip		Kajana	Pastoralists	Contribute veterinary medicines
20.	Weaving of sleeping mats and baskets (vitanga)			Weaver	Raise capital

Source: The Survey

3.6.3.4 Result 4

a) Number of staff with relevant qualifications and skills on NRM field

Data on the number of staff was obtained from DLNROs of the 6 district councils of Kigoma Region. There were 49 NR related employees as shown in **Table 51**. However, the table indicates that there was un-even distribution of employees at various levels of qualifications. 35% were graduates, 22% had Diplomas, 37% had Certificates and 6% had the tertiary trainings. Buhigwe DC was hard hit with shortage of staff because there were 3 employees only – all with certificate in forestry. While the project may not have the responsibility of placing adequate staff in the districts with the necessary skills, the districts as key implementers should develop the necessary capacity. Key capacity gaps were identified in tourism, general environment management, beekeeping and fisheries. This is a serious gap and a risk to the project considering that NRM planning and implementation was identified as a critical activity to be implemented in all districts. Alternative strategy in the interim could also include engaging service providers such as CBOs, NGOs, CBNRM groups and value chain actors to support implementation of relevant activities while the LGAs are working on implementing respective placements.

Table 51: Qualifications of Staff on NRM Field

Qualification	District (Number)						Total	% by Qualifications
	Kakonko	Kibondo	Uvinza	Kasulu	Buhigwe	Kigoma		
MSc in Urban Planning and Management						1	1	35%
MSc - Forestry		1				-	1	
Degree forestry	1			3		-	4	
Degree - Lands	1	1				-	2	
Degree - Wildlife Management		1				-	1	
Degree Wildlife			1	2		-	3	
Graduate Surveyor	1					-	1	
Degree in Tourism and Cultural Heritage						1	1	
BSc in Environmental Planning						1	1	
Degree in Law		1				-	1	
BSc in Fisheries						1	1	
Total Graduates							17	
Diploma (Forestry/Beekeeping)	1		2	1		-	4	

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Qualification	District (Number)						Total	% by Quali- fications
	Kakonko	Kibondo	Uvinza	Kasulu	Buhigwe	Kigoma		
Diploma wildlife				1		-	1	37%
Diploma Beekeeping			1			-	1	
Diploma Fisheries	1					-	1	
Diploma Lands	1					2	3	
Diploma in Environmental Planning & Mngt						1	1	
Total Diploma							11	
Certificate forestry			5	1	3	-	9	
Technician - Lands		1				-	1	
Certificate - Lands		1				3	4	
Certificate wildlife management			3			1	4	
Total Certificates							18	
Tertiary - Wildlife (Unspecified)	1					-	1	6%
Tertiary - Forestry				2		-	2	
Total Tertiary							3	
Total	7	6	12	10	3	11	49	100%

Source: The Survey

Table 52 indicates that about 35% of the employees (third and fourth quartiles) had more than 25 years of experience, implying that they were close to retirements. Staff with less than 10 years experience was about 38%, implying that the majority had accumulated skills through their long experience on the job. This is a fair succession plan if the LGAs observe annual placements and replacements.

Table 52: Experience of Staff on NRM Field

District	Years of Experience (Number)																		Total	
	1	2	3	6	7	10	11	12	13	17	20	25	30	31	34	35	39	Don't Know		
Kakonko	2	1							1						3				7	
Kibondo	4		1				1	1	1				1						9	
Uvinza				1															11	
Kasulu					1	1					1	1	1	1			1		7	
Buhigwe										2						1			3	
Kigoma	-	-	1	1	1	-	1	2	-	-	-	1	4	-	-	-	-	-	11	
Total	6	1	2	2	2	1	2	3	2	2	1	2	6	1	3	1	1	11	49	
Quartile	14						10						7			6				37
%	38%						27%						19%			16%				

Source: The Survey

b) Staff Trained in Conflict Management with Skills on Managing NR Related Conflicts

DLNROs were asked to list staff trained on natural resources related conflict management including when and where trained, and comment on how they are conversant with mediation. The BLS established that none of the staff in the districts had training on conflicts management. Therefore, the proportion of staff trained in conflict management with improved skills on managing NR related conflicts during the baseline was 0%. Based on the roll out of the project and considering that training of staff takes time, the intermediate value at the end of year 3 in

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2016/2017 and the target value at the end of year 5 of the project implementation (2018/2019) will be 2% and 5%, respectively.

c) Number of landscape coordination meetings implemented

The institutional structure (Steering and Implementation Structures) in Section 3.3.4 indicate that there will be a Landscape Stakeholders Meeting (LSM) in each of the seven landscapes. Like its line forums - District Stakeholders Meeting (DSM), Regional Stakeholders Meeting (RSM) and the Joint Local Partner Committee (JLPC) at the district, regional and national levels, respectively, the LSMs are expected to hold bi-annual meetings. Therefore, the number of ordinary landscape coordination meetings is expected to be two per annum. While the baseline value of such meetings is zero (0), the intermediate value at the end of year 3 in 2016/2017 and the target value at the end of year 5 of the project implementation (2018/2019) will be 2 LSMs per annum.

d) Number of gender and governance meeting related to NR issues implemented

During participatory design of the survey, it was established that the LGAs do not hold specific meetings for gender and governance. Therefore, the baseline value was 0. Based on expected efforts of the project to instill this practice, the intermediate value of number of gender and governance meeting related to NR issues implemented at the 7 landscapes at the end of year 3 in 2016/2017 will be 7 meetings per annum and the target value at the end of year 5 of the project implementation (2018/2019) will be 14 meetings per annum.

e) Villages applying by laws on gender and governance

DLNROs were asked to mention the number and then list villages that applied by laws on gender during management of NRs in the landscapes. **Table 53** indicates that there were 17 villages applying by laws on gender and governance during management of NRs. Assuming again that each of the 7 landscapes will have 5 villages, 35 villages in total, and considering the roll out target of 21% at the intermediate stage, the total number of villages applying by laws on gender and governance during management of NRs in the region at the intermediate stage at the end of year 3 in 2016/2017 and the end of year 5 of the project implementation (2018/2019) will be 22 and 35 villages as intermediate and target values, respectively.

Table 53: Villages Applying by laws on Gender and Governance During Management of NRs

District	S/N	Village	By law description	
Kigoma	1	Kigalye	Sustainable land use plan	
	2	Mtanga	Sustainable land use plan	
	3	Mgaraganza	Sustainable land use plan	
Kakonko	4	Rumashi	Forests management	
	5	Kaziramihunda	Forests management	
	6	Nyaunguye	Forests management	
	7	Kasanda	Forests management	
Buhigwe	8	Kirungu	Conservation of forests	Sustainable land use plan
	9	Bulimanyi	Conservation of forests	
	10	Mubanga	Conservation of forests	
Uvinza	11	Ilalanguru	Conservation of forests	
	12	Maragarasi	Conservation of forests	
Kasulu	13	Mvugwe	Forests and beekeeping	
	14	Nyamidaho	Forests and beekeeping	
	15	Makeke	Forests and beekeeping	
	16	Muali	Forests and beekeeping	
	17	Kitagata	Forests and beekeeping	

Source: The Survey

The District Community Development Officers (DCDOs) could also mention 8 among the above villages that they were applying by laws on gender and governance during management of NRs.

Reasons for some by laws on governance in NR not being implemented were:

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- Weakness of village leadership including the VLUM and VNR Committees in all districts
- Some by laws that have not been approved by the council in Kibondo and Uvinza
- Some by laws being amended in Kakonko
- Some having been approved recently in Kasulu

3.6.4 Activities Indicators

Following the discussions with the PIU and the outcomes of the Regional and District workshops, the set of activities identified in the TFF will be reviewed and elaborated by the PIU. The work plan development had begun in early July 2015 implying that the activities in the TFF and respective indicators will also change. The BLS did not therefore indulge in developing elaborate baseline, intermediary and target indicators for the preliminary activities in the TFF. However since some data was also collected on respective indicative activity indicators, some examples on the likely baseline have been included under this section.

3.6.4.1 Number of villages in selected landscapes with NR priorities in O&OD processes**(a) Villages using O&OD processes in the planning**

The District Planning Officers (DPOs) were asked to indicate villages using O&OD processes in the planning. **Table 54** shows that 3 districts had some villages applying the O&OD process in the planning process. In the other 3 districts, O&OD was not being used in all villages. The reasons mentioned were that the training for O&OD was provided over 8 years ago (from 2007) and since then village governments have continuously changed and those trained were no longer in power. The baseline is therefore 3 districts and intermediary value will be all the villages in the 3 priority landscapes trained and applying O&OD and target value will be all villages in 5 landscapes trained and applying O&OD in NRM planning by year 4.

Table 54: Districts with villages using O&OD processes

District	Districts with Villages using O&OD processes		
	Yes	No	Total
Kakonko	0	1	1
Kasulu	1	0	1
Kibondo	1	0	1
Kigoma	1	0	1
Uvinza	0	1	1
Buhigwe	0	1	1
Total	3	3	6

Source: The Survey

(b) Villages with NR Priorities in their O&OD Processes

The District Planning Officer (DPO) was also asked to indicate villages with NR priorities in their O&OD processes. **Table 55** shows that 12 villages had NRM priorities in their O&O processes mainly - dealing with Land use planning, forest management, and fish farming. The reasons provided indicated that villages were overwhelmed with social and infrastructure development projects such as schools, dispensaries and roads. NRM was therefore not prioritized because of the limited resources. The intermediary value should be having at least all the 3 priority landscapes including NRM in their O&OD plans and all villages in the 5 selected landscapes prioritizing NRM in their plans by year 4.

Table 55: Villages with NR priorities in their O&OD processes

Village	Kasulu			Kibondo		
	Sustainable land use	Forest conservation	Total	Prepare land use plan	Fish farming	Total
Kitanga	1	0	1	0	0	0
Kigadye	1	0	1	0	0	0
Heru-ushingo	1	0	1	0	0	0
Makere	0	1	1	0	0	0
Kigaga	0	0	0	1	0	1
Mukabuye	0	0	0	1	0	1
Kumbanga	0	0	0	1	0	1
Kibingo	0	0	0	1	0	1
Kisogwe	0	0	0	1	0	1
Minyinya	0	0	0	0	1	1
Nabuhima	0	0	0	0	1	1
Mabamba	0	0	0	0	1	1
Total	3	1	4	5	3	8

Source: The Survey

3.6.4.2 Proportion of Villages that use Adapted PMO RALG AFM Manual - Disaggregated by District

The District Planning Officers (DPOs) were asked to indicate villages using the adapted PMO RALG Accounting and Financial Manual. *Table 56* shows that none of the villages were using the PMO RALG Accounting and Financial Manual. This could be due to the fact that the manual had never been operationalised by PMO-RALG and needed some adapting before it can be used. The baseline is therefore 0. The intermediary value should be having at least all the 9 villages in the 3 priority landscapes trained and using the PMO RALG Accounting and Financial Manual and all 27 villages in the 5 selected landscapes using the PMO RALG Accounting and Financial Manual by year 4.

Table 56: Distribution of villages using the adapted PMO-RALG Accounting and Financial Manual

District	Districts with Villages using the adapted PMO RALG Accounting and Financial Manual		
	Yes	No	Total
Kakonko	0	1	1
Kasulu	0	1	1
Kibondo	0	1	1
Kigoma	0	1	1
Uvinza	0	1	1
Buhigwe	0	1	1
Total	0	6	6

Source: The Survey

3.6.4.3 Baseline and Situational Analysis Report Available on Time

This indicator was not assessed since this activity was already implemented by the PIU.

3.6.4.4 Proportion of Landscapes Selected Based on Established Criteria for Selection of Priority NRM-LED

This indicator was not assessed since the landscapes were already identified and criteria developed and applied by the PIU and respective districts.

3.7 Economic Opportunities and Analysis on the Use of NR**3.7.1 Economic Opportunities**

To address this objective, relevant literature was reviewed and data collected including consultations/interviews with key stakeholders at the regional, district and local levels. Findings on the economic opportunities are presented in the following sub-sections:

3.6.1.2 on revenue generated by LGAs

3.6.1.4 Interventions signed between private and public sectors

3.6.1.6 Knowledge on the value of NR, including prices of NR related products and services

3.6.2.2 Revenue generated by CBOs and other Value Chain Actors

3.6.3.2 (a) on tenders related to NRs

3.6.3.3 on (a) energy consumed, (b) Household income from NRs and (c) on business coalitions

3.7.2 Natural Resources Overview

Natural resources can be classified by location including under-land such as oil and minerals; overland such as forests and water; and above land such as sunlight and air (http://en.wikipedia.org/wiki/Natural_resource). There are two forms of NRs, renewable – like forests or fish populations and non-renewable – like fossil oil and minerals. Renewables – if managed sustainably – yield an increment of resources that can be harvested indefinitely into the future. Non-renewable NRs can only be depleted, as they do not degenerate themselves over humanly meaningful time span. The Kigoma regional and district socio-economic profile reports reviewed indicate that reporting on natural resources covers only the overland resources, which are renewable. This could be attributed to the fact that resources under and over the land are considered to be part of mineral resources that are separately managed in the government system under the Ministry of Energy and Minerals.

According to the Kigoma Region Socio-Economic Profiles, natural resources are one of the productive sectors of the region. Forestry products include – but not limited to - timber, building materials, charcoal, fuelwood honey and beeswax. The region has abundant fisheries resources in the Tanganyika and the Malagarasi River. The commercial catch in Lake Tanganyika is contributed by six pelagic species namely *stolothrissa tanganicae* (sardine or dagaa in Swahili Language) and *Limnothrissa miodon* (Lumbo) and four Lates species - *Lates steppersii* (Migebuka), *Mariae* (Sangara), *lates microlepis* (Nonzi) and *lates angustifrons* (Gomba). Dagaa makes for more than 80% of the catch in both traditional and modern fisheries. Kigoma region has beekeeping and resulting production of honey and the beeswax because of many nectar yielding tree species in the miombo woodlands. The region has also a big potential for tourism. It has two national parks namely Gombe in the northern shore of Lake Tanganyika and Mahale National Parks in southern parts of the region - both being famous for their chimpanzees and the Moyowosi game reserve. The beautiful Lake Tanganyika shore is also among the tourist attraction in the region. Nevertheless, despite the forestry, fisheries, beekeeping and tourism activities, extraction of natural resources is not among main economic activities of the region (EDI, 2006).

3.7.3 NR Valuation Approach

The term value in economics has a precise definition — it is the price individuals are willing to pay in order to obtain a good or service. The basic economic concepts of supply and demand are employed to estimate willingness-to-pay. The term value also refers to something that is considered good, whether it can be quantified or can only be described or related to qualitatively (OECD, 2011). A fundamental distinction between the way economics and other disciplines such as ecology use the term value is the economic emphasis on human preferences. Thus, the functionality of economic value is between one entity and a set of human preferences (Lipton et al, 1995). There are two major categories of value of natural resources namely, market value for resources and services traded in commerce and non-market value such as recreation where the benefits are not normally traded in commerce. Cost-Benefit Analysis (CBA) is used to measure the value non-

market NRs – money people are ready to pay rather than losing the opportunity to enjoy a natural resource such as site seeing.

The ToR for the assignment required the consultant to carry out identification of economic opportunities/benefits (Objective No. 3). Nevertheless, without restricting to the selected landscape, the consultant undertook “Valuation of the Natural Resources” which is translation of the market and non-market value of NRs into monetary terms. The Natural Capital Approach (NCA) adopted by OECD (OECD, 2011) was also used in estimating the value of NRs in Kigoma Region because NR serves as a foundation for further wealth creation by providing a flow of income or economically useful activities. The NCA added the economic multiplier effect to the traditional market and non-market approach. The NCA concept is directly linked to NRM because NR extraction such as tree harvest for timber should be considered as capital depletion, unless enough time is allowed for replacement of the harvest by natural growth or forestation or fish farms, which is cultivated/agro natural capital.

In “*Where is the Wealth of Nations*,” (World Bank, 2006 as quoted in OECD, 2011) the World Bank notes that NRs play two fundamental roles in development – “important” and “Foundational”. The first is when local NRs are bases for subsistence. The second is when NRs are sources of development finance. The compliment of this categorization of roles of NRs by the World Bank led to establishment of two classes of NRS – Subsistence and Development values. The two roles were used in the evaluation such that subsistence value included use of the NRs at the households without going to the market, value of NRs traded at the market and non-market value of NRs in the selected landscapes.

3.7.4 Subsistence Value of NRs

Data on economic opportunities currently tapped/derived from the use of natural resources was collected from District Lands and Natural Resources Officers (DLNROs), CBOs, CBNRM Initiatives’ groups (WMAs, PFM, BMUs, Pastoralists and Water user right groups/Resource users), Key Transformers, Key Traders and households with gender analysis. DLNROs were also asked to express their awareness of any untapped economic opportunities that relates to the use of NR in their districts. Findings on the subsistence Value of NRs were as follows:

3.7.4.1 Direct Use of the NRs at Households in the Selected Landscapes

The direct use of NRs at the households (from the NR resource to household without passing through the market) was estimated based on the quantity of energy sources consumed as presented in Section 3.6.3.3 of Result 3 of the project and prices of NRs based on knowledge on the values/prices of NR in the landscapes as presented in Section 3.6.1.6. Comparison of tables in the two sections reveals that there were NR products that were available in the landscapes but were mostly just sold in the market without direct use at the households. These included timber, fish, honey, bee wax, wood equipment/utensils, wood handles such as for hoe, building poles, wood scaffold and wood back ropes. There were also NR products that were directly used at households but had no price/value in the market because they were not traded due to lack of opportunity to sell (meeting minds of buyer and seller). Biomass residue – plants was one of such NR products. They also felt shy to estimate the quantity of some NR products that they considered inferior such as traditional medicines/herbs, wild fruits and mushrooms. The comparison of the two tables also reveals that while a few respondents could mention the price of wildlife/game meat and trophy (animal/bird/wood), none was ready to acknowledge use and mention quantity consumed. This is due to Operation Abolish Illegal Game Hunting one year before the survey.

Based on the above information, **Table 57** shows that the NRs directly used at households were charcoal, firewood and thatching glass. Their total value was TZS **70,240,406** as shown in the table.

Table 57: Direct Use of the NRs at Households in the Selected Landscapes

Resource	Unit	Total Annual Consumption for the 6 LGAs	Average Price per Unit (TZS)	Annual Consumption Value (TZS)
Charcoal	Tin (20lt size)	4,458	2,648	11,804,756
	Heap	252	625	157,500
	Sack	882	6,906	6,090,997
Firewood	Head Load	38,046	1,371	52,153,272
Thatching grass	Head Load	48	706	33,880
Total				70,240,406

Source: The Survey

3.7.4.2 Value of NRs Market Traded at the Market

The total value of NRs was estimated through revenue generated by service providers in the market and sales of corporations doing NR related businesses. The total annual market value worked out at **TZS 8,255,841,324** as explained below.

(a) NR Related Revenue Generated by Stakeholders and Value Chain Actors

The survey collected primary data on NR related revenue generated by stakeholders and value chain actors from NR products and services. Section 3.6.2.2 indicates that the overall annual revenue was **TZS 20,772,918**. This was the *market/commerce* related value of natural resources in the landscapes. However, the survey could not identify any tourism activity in the landscapes. Therefore, data on revenue of hotels and tourists entry fees were not relevant for the selected landscapes. Due to lack of data of proportions of the population of interest (CBNRM groups, CBOs and Members) in the six districts and Kigoma Region, it was not possible to estimate total revenue for the Kigoma Region through weighting.

Discussion with members of the NRs value chain in the selected landscapes revealed that income from NRs by some of the transformers, traders and users were used to expand their agriculture acreage and transform it from using family labour to the use of employed labour mainly from the neighbouring country of Burundi. That has made NR to be source of Household Development Finance in the landscapes. The expanded agriculture had increased their income and improved their housing and livelihood conditions. This could be an opportunity for NRM for LED if there will be improved agricultural practices without forest encroachments.

(b) Revenue Collected by Corporate Organizations

The survey established that the total annual collected by corporate organizations doing NR based businesses was **TZS 8,235,068,406** as described below.

i) Revenue from Fisheries

Data on production of fish in Kigoma Region was collected from the National Bureau of Statistics (NBS) Office in Kigoma Region. The table shows that total revenue from fisheries was **TZS 6,935,068,406** comprising of TZS 6,888,411,450 for local trade, TZS 38,728,456 for export royalty from dried sardines and TZS 7,928,500 as export royalty from dried fish. However, the table indicates that both catch volume and prices increased between 2012/13 and 2013/14 but sharply decreased in 2014/15 as shown in *Table 58*. Data on exports of fish from Lake Tanganyika to East and Central Africa was collected from the Monitoring Control and Surveillance Unit of the Ministry of Livestock and Fisheries Development, Western Zone Office in Kigoma. The export depicted the same trend as the data from NBS. Therefore, data for 2014/15 was considered by the consultant as outlier and excluded from the computation of averages.

Table 58: Fisheries Statistics for Kigoma Region

Year	Tonnes	Average Price (TZS/Ton)	Estimated Local Trade Value (TZS)	Export Volume (Kgs)		Export Royalty (TZS)	
				Dried Sardine	Dried Fish	Dried Sardine	Dried Fish
2012/13	13,497.017	311,777.30	4,208,063,518	258,283	22,030	30,436,912	6,574,000
2013/14	25,862.719	369,982.73	9,568,759,381	624,466	31,991	47,020,000	9,283,000
2014/15	2,962.685	27,785.40	82,319,388	48,078	-	5,804,500	-
Average	19,680	340,880	6,888,411,450	441,375	27,011	38,728,456	7,928,500

Source: NBS – Kigoma Region and the Export Monitoring Control & Surveillance Unit - Western Zone Office in Kigoma Town

ii) Revenue from Water

Table 59 shows revenue collected by Kigoma Urban Water Supplies & Sewerage Authority. The average annual revenue was **TZS 1,300,000,000**.

Table 59: Revenue from the Kigoma Urban Water Supplies & Sewerage Authority

Year	Revenue (TZS)
2013/14	1,500,000,000
2014/15	1,500,000,000
Average	1,300,000,000

Source: Kigoma Urban Water Supplies & Sewerage Authority

iii) Revenue from Water Transport

The consultant asked for data for water transport from SUMATRA, Umoja wa Wenye Maboti Mkoa wa Kigoma (UWAMAKI), Umoja wa Wasafirishaji Maboti Company Limited (UWAMACO) and the Marine Police office at Kibirizi, but without success.

SUMATRA was asked for data on revenue they collect from registration of vessels and approved tariffs/fares to and from Kigoma. The other two institutions, which are agents of the former, were asked to provide data on cargo transported to and from Kigoma as per records of cargo manifests kept by UWAMAKI and data on number of passengers as per records of passenger manifests kept by UWAMACO and the Marine Police office at Kibirizi. Kibirizi port serves villages north of Kigoma Town including villages of the selected landscapes. Travelers to the south of Kigoma Town travel via Ujiji port. UWAMACO collects manifests for passengers entering Kigoma through Kibirizi where the Marine Police office collects passengers' manifests for departures.

3.7.4.3 Non-Market Value of NRs in the Selected Landscapes

The baseline survey could establish various services of NRs that are not traded and have no price in the market of the landscapes but could not establish their non-market value due to challenges explained below.

(a) Recreation Value

The community members at the landscapes acknowledged using the NRs especially forests and beaches of rivers and the lake for recreation purposes including dating and gossiping. However, the baseline survey could not establish data on any recreation use of the NRs where the benefits are not normally traded in commerce.

(b) Carbon Sequestration and other Ecosystem Services

Carbon Dioxide is a greenhouse gas. Growing biomass reduces those gases in the atmosphere to mitigate climate change. UNEP estimates that the carbon storage service provided by forests is worth US\$ 3.7 trillion, while insect pollination contributes roughly US\$ 190 billion each year and between a quarter and a half of the US\$ 640 billion global pharmaceutical market depends upon the

genetic diversity provided by ecosystems (UNEP, 2011 as quoted in OECD, 2011). The forests in the selected landscapes were contributing to these values. However, estimating such values for the landscapes is complex such that it requires independent studies.

The selected landscapes also protect siltation of rivers and Lake Tanganyika from by the vegetation of the landscapes reducing soil erosion. Some of the landscapes are sources of water that flow in rivers found in the villages of selected landscapes, some forming tributaries of Malagarasi River that feeds Lake Tanganyika. All the villages visited during the baseline survey had gravity water supply for free. However, estimating siltation and source of water values for the landscapes is also complex, requiring independent studies.

3.7.4.4 Annual Total Subsistence Economic Value

Based on the above three categories of subsistence value (Direct Use of the NRs at Households in the Selected Landscapes, Value of NRs Market Traded at the Market and Non-Market Value of NRs in the Selected Landscapes), the total annual subsistence value worked out at **TZS 16,561,150,136**.

3.7.5 Development Finance Value of NRs

The value of NRs as sources of development was estimated at **TZS 1,282,975,042** through fiscal and LGAs revenue collections and support to NRM in the six district councils. However, as indicated in this sub-section, the reporting did not allow adequate disaggregation to allow for realistic estimates for harvested NRs such as timber. Therefore, with more emphasis on adequate data collection and more reliable data on the actual values, the potential for LGAs revenue including villages and fiscal revenue is very high. Estimates for development revenue are described below.

(a) Fiscal and LGAs' NR Related Revenue

NRs are sources of fiscal revenue and income that contributes to poverty reduction. The survey found out that except for fines for livestock grazing in un-authorized areas or other peoples' crops, the village councils in the landscapes do not collect any revenue from the use of NRs in their areas. According to the respondents interviewed in the villages, Police Officers and Militias were setting periodic road blocks where they collect fines illegally from people carrying NR or NR based products such as timber, furniture, charcoal and firewood. Nevertheless, as parallel effort, some village land use committees were also making patrols and charging fines.

District Councils were collecting market use fees at village markets where fish is traded. All district councils and TFS were also collecting revenue at NRs' movement control gates. Section 3.6.1.2 shows that the 3-year (2012/13-2014/15) annual average total revenue collected by the LGAs was TZS 262,778,860. The average annual total collection of TFS was TZS 811,718,756, leading to a total of annual fiscal and LGAs' revenue collection of **TZS 1,074,497,616**.

(b) LGAs' Budgets on NRM

Section 3.6.2.7 indicates that the six LGAs were allocating an annual NRM budget of TZS 471,256,286. The money comes from NR revenue collected by the district councils and central government allocations. The net budget support to NRM by the six LGAs worked out at **TZS 208,477,426**.

3.7.6 The Economic Multiplier Impact of NRs

The survey established that NRs in the selected landscapes produced additional economic activities that generated informal employment and incomes. Money obtained from NRs and related products and services is re-spent on goods and services in and outside the villages. As noted at the end of Section 3.7.4, the income from NRs that is used as development finance covers agriculture, activities that support construction and household property acquisition activities. Therefore, the direct and indirect expenditure of income from NR benefits trickled also into nearby trading centres

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such as Nguruka in Uvinza District and the district towns such as Kasulu and the Kigoma Town where shops owners purchase merchandise and households make their major purchases. The revenue generated by some businesses such as food stalls (informal restaurants) and shops is re-spent on NRs and related products and services to set multiplier effect.

Money collected by the District Councils tricked down to finance administrative and social services. The income obtained by the government employees in the landscapes is also partly re-spent on NRs and related products and services to set another channel of multiplier effect.

In general, the existence of NRs made the communities in and near the landscapes better off than they would be without the NRs. The benefits would continue to be obtained incrementally if NRs are sustainably managed.

However, despite the above facts, estimating the value of multiplier effect is a complex econometrics process, which requires independent studies.

3.7.7 Total Economic Value

The total value comprising subsistence value (Section 3.7.4) and development finance value (Section 3.7.5) amounted to **TZS 17,844,125,178**. However, the value could be higher than this if there were no data constraints as explained in the valuation process. Nevertheless, Using the adopted NR valuation approach rather than the normal national accounting market-based principles, the value of the NRs is equivalent to 1.4% of the Region's GDP of TZS 1,259,169 million (See Section 3.1).

3.8 Women's Participation on NRM Related Activities and Decision Making**3.8.1 Benefits Sharing Across Gender**

Section 3.6.2.6 indicates that, about 50.2% of the beneficiaries were both men and women; men alone enjoyed 40% of the benefits. In general, during the baseline survey, about 59% of the NR benefits were shared among members and across gender.

3.8.2 Decision on the use of the NR Income Across Gender

Head of Households were asked to mention who decides on the use of income earned by the household or a household member from NR. **Table 60** shows that, overall, about 68% of the decisions were made by mother, earner or all, implying that about 32% of the decisions were made by the farther alone.

Table 60: Distribution of who decides on the use of the NR Income Across Gender

NR Income Source						Responses
	Father	Mother	Earner	All	Total	% of Decisions made by Mother, Earner or All
Income from fishing	14	2	13	10	39	64%
Timber	1	0	0	1	2	50%
Building poles	1	0	0	0	1	0%
Thatching grass	5	6	2	3	16	69%
Charcoal	2	1	0	0	3	33%
Firewood	2	2	2	1	7	71%
Traditional medicines/herbs	0	1	0	2	3	100%
Honey	2	0	0	6	8	75%
Fruits	0	0	1	1	2	100%
Mushroom	5	2	4	10	21	76%
Wood handles	1	0	0	2	3	67%
Other	4	1	2	2	9	56%
Total	37	15	24	38	114	68%

Source: The Survey

3.8.3 Gender Considerations in Natural Resource Management

NRs in Kigoma Region provides critical subsistence and livelihoods support for the majority of the communities including provision of fuelwood, timber, food, fruits and incomes. In rural communities mostly women depend on and derive the household livelihoods from NR for subsistence and income. With a population growth of 2.4% h and an average household size of 5.7, dependency of women on NRs is likely and the need for their effective participation including the economic opportunities of NRs at village level.

With increasing NR degradation, through deforestation, overgrazing, overfishing, water resources degradation and poor agricultural practices it is likely that resulting hardships for communities will be more on the women and children. The limited prioritization of NRM in Village and District Development Plans, low awareness on the value and sustainable natural resources management by user groups and decision makers are among the institutional challenges facing NRM. The NRs are also faced with governance issues including absence of the right institutional instruments such as the legal frameworks, structures and poor and inappropriate implementation of respective NRM tools. Participation and representation of women and vulnerable groups in NRM is one of the areas the project will contribute to. In the majority of villages, the Village Natural Resources Committees and the Village Land Use Management (VLUM) Committees where they exist had less than 40% participation of women and none of the vulnerable groups have been involved. Participation of women in decision making at village level is critical noting that in most communities, women constituted over 50% of the population. Participation in implementation of CBNRM models and CBOs will improve their capacity and understanding of their role in NRM especially in tapping the values and benefits.

On gender related governance, Section 3.6.3.4 (e) has identified villages applying by laws on gender and governance during management of NRs. Part (d) of that section also indicates that LGAs were not holding gender and governance meetings.

4. RECOMMENDATIONS

4.1 Project Design

The NRM-LED project covers all the six districts of Kigoma Region with activities implemented in a maximum of seven (7) landscapes and a maximum of six (6) villages in each landscape. This is an ambitious scale given the diverse NRM issues and the limited technical capacity identified in all districts. Also the available funding i.e. € 6m over the 5 years of the project timeframe may not be a significant funding to bring about considerable impacts if not well prioritized and focused. The BLS agrees with the recommendation in the TFF that the project adopts a phased implementation approach based on the identified landscapes selection criteria.

The selected landscape for the starting phase based on the selection criteria are: (i) Kigendeka - Kazilamihunda landscape in Kibondo - Kakonko districts; (ii) Mgera-Katundu - Kitanga landscape in Kasulu and Buhigwe districts; and (iii) Nyamagoma landscape in Uvinza District. The other two landscapes identified have issues that will require some further justification before engaging fully. The Lake Tanganyika landscape is already having quite a number of other implementing partners who may have a better niche such as JGI and KDPA. NRM-LED should explore gaps and areas of synergies to avoid overlaps and duplication. The Kungwa landscape in Kakonko is experiencing some security challenges due to influx of refugees from neighboring country (Burundi). Through various project governance meetings, NRM-LED should engage the regional and district leadership to ensure the project can operate in a secure environment. It should avoid wasting time and resources and forge the necessary participation in this landscape.

We also recommend that maps of the landscapes are prepared by the GIS Advisor. The maps should be used as one of the tools to track project impact in the selected landscapes.

The landscapes had been identified as part of the project's interventions prioritization. However, coordination arrangements including Landscape Stakeholders' Meeting (LSM) were yet to be established. Coordination is important since landscapes do not necessarily fall precisely into the administrative boundaries and some fall between and within districts. The coordination will therefore facilitate the understanding of the landscape's concept and ensure full engagement and ownership by all stakeholders. Also for the village level, the role of village government in planning, implementation and reporting is not included in the TFF structure. It is recommended that this level is also elaborated including the implementation and reporting roles and responsibilities.

The broad sets of activities identified in the TFF as reviewed during the study were logically linked to the results/outputs. It is recommended that the activities be finalized by the PIU and respective indicators worked out for routine performance tracking.

4.2 Theory of Change

The desired change of the project is "*Improved NRM linked to Economic Development that will increase benefits for the communities*". To achieve this, the project should ensure sustainable utilization of NRs through viable NR related business enterprises in the landscapes. Sustainability should be created by striking a balance between conservation and the economic opportunities in NRs. The project's Theory of Change is built on flow of change from the outputs, outcome and the impact as well as the control factors or assumptions. The final Theory of Change addressing the change pathways at the Output, Outcome and Impact levels broadened the change pathways through inclusion of **intermediate states** (conditions) expected to be achieved on the way to deliver the intended outcomes and impacts. The identified **Change drivers** that increase the chances to achieving the outcome and/or impact should be adopted because they were not included in the Logframe. The review of the NRM-LED ToC through a participatory process indicated that this was still a new concept to most stakeholders at all levels of the project. Therefore, the project should ensure there is continuous capacity development for the respective players to effectively own the ToC process.

4.3 Monitoring and Evaluation Framework and System

The BLS established what will be monitored and evaluated through review of the logframe provided in the TFF and reviewed by the project management before the survey. We recommend the final LFA, M&E Matrix and the baseline, intermediate and target values to be adopted by the project. Project management should ensure that each person or institution in the M&E Framework performs its roles and responsibilities effectively and efficiently.

The management should ensure the project has a good Monitoring and Evaluation System - right people, procedures, tools, data and technology that will provide timely information for decision-making. To achieve this, the project management should:

- Maintain good relationships with the LGAs and staff involved with a view of making the activities of the project a high priority for everyone and institution involved in the M&E of the project.
- Ensure staff involved in the implementation of M&E of the project are conversant with the M&E procedures.
- Improve infrastructure such as file cabinets, hardware, software and humanware/skills, communication link and coordination for data collection, processing, storage and sharing.
- Ensure there is effective use of the M&E tools available such as the final LFA, ToC, M&E Matrix, Project Logic, ITT and questionnaires used in the BLS.
- The M&E implementation strategies are implemented (Such as timely update of the ITT, creation of adequate information management capacity at all levels, partnership to avoid duplication, build synergies and share lessons).

The risk identified related to staff capacity for implementation of the M&E plan and capabilities and commitment of LGAs and project staff to deliver quality data and reports. It is recommended that this risk be addressed through proper recruitment for the project staff, provided tailor made training, ensure effective supervision, coordination and management of people and institutions involved. It is also recommended that the project develops reporting protocols including reporting formats and MoUs with other involved stakeholders such as NGOs, VICOBAs, SACCOS and value chain actors to ensure quality data and reports are produce for the PIU to consolidate overall indicator values.

It is also recommended that the global activities planned in the TFF are detailed by the project management team to enable clear implementation plan, from which annual work plans will be developed. It is recommended that the PIU finalizes the development of these activities to enable preparation of a solid work plan.

To ensure that the M&E is participatory, it is recommended that there is an effective two way feedback mechanism from the decision making levels and the implementers.

4.4 Economic Opportunities and Use of NRs

One strong component of the NRM-LED is the promotion of viable economic businesses related to NRs. The existing and potential identified NR businesses is the forest based products such as timber, charcoal and firewood as well as the incomes related to these products along the value chain. Viability of such business as established by the BLS will depend on existence of reliable data to allow for informed utilization, forest management and governance at all levels. These are the areas the NRM will need to focus on in the respective landscapes. Also the BLS noted that NR related incomes at community level were marginal although the potential for more incomes was high. Supporting initiatives on establishment of NRs related businesses would serve as incentive for communities to appreciate and engage more in sustainable NRM. However, as recommended in Section 4.2, for NRs sustainability, support to the economic opportunities in NRs should strike a balance between the economic activities and NR conservation.

Fishing is a strong NR business in Kigoma and Uvinza districts providing employment and income to most people living along the lake shore. The increasing challenges on overfishing need to be addressed through enforcement of respective legal frameworks and capacity building for the BMUs

to become effective institutions to oversee fisheries management. Aquaculture could also be facilitated in other districts for the potentially huge fish market.

Beekeeping was also a viable NR enterprise in all the six districts. It has large markets within and outside the region. Beekeeping is however still being undertaken largely using traditional beehives made of log/bark. If well developed including introduction of modern hives, processing, packaging and marketing, beekeeping can generate sustainable incomes to most households as demonstrated by Beekeeping Support Project of BTC in Kigoma Region.

Microfinance institutions are in place and operational in all districts through SACCOS and VICOBAs. Most of the members are women implementing various businesses. The use of such institutions for NR related enterprises is so far limited. This is an area that the project could also support to ensure the LED component of the project is achieved.

The BLS established that LGAs collect reasonable amounts of revenue from NRs including forest use licenses and products' cess, and fisheries licenses. However, most LGAs were faced with challenges that affected realization of the full revenue potentials of these resources. The challenges include a mix-up of the understanding, interpretation and enforcement of the law on the ownership of forests, where the district councils could issue licenses to harvest and where the villages, districts and TFS were supposed to collect revenue from NRs. Recommended interventions include sorting out the institutional issues such as competitions between institutions i.e. TFS and the LGAs, building capacity in LGAs to effectively collect such revenue and develop an effective revenue collection system. This is an area that the project should facilitate in collaboration with respective district councils. As for the service providers, most incomes were on subsistence businesses including honey, timber, firewood, charcoal and land based productions including their respective value chains. If well supported, the potential for higher revenue exist.

Most communities in the rural areas derive their livelihoods from NR for subsistence and trading. However, NRs have continued to be under increasing pressure because of increasing population (2.4% population growth). The NRM for LED project need to facilitate and support appropriate technological solutions and NR economic opportunities for wise use of natural resources, alternative livelihood interventions and governance of NRs at village level to ensure NRs provide sustainable benefits.

The valuation of NRs was affected by lack of data and complexity in establishing some of the values. Most data available at all levels especially in the LGAs were unrealistic, generally estimated and were portraying a wrong picture for the regional economic potential. Once the recommended improvement of file cabinets, hardware, software and humanware/skills, communication link and coordination for data collection, processing, storage and sharing (Section 4.3), a more realistic value of the NRs in Kigoma Region should be established during the End line Project Evaluation. With regard to NR values that are complex to measure such as carbon sequestration and other ecosystem services, they may not be valued during the short five-year period of the project. With limited budget, such undertakings have no value for money. Acknowledging their service/contribution will be sufficient.

4.5 Project's Partners and Change Agents

Kigoma region has had a number of development partners including donors and NGOs active in NRM. While most interventions have been quite successful, a good number remained as isolated icons that are not integrated in the village and district plans. Except for few programmes that are implemented jointly such as those under **TUUNGANE** (a consortium between FZS, TNC and Pathfinder in Kigoma and Uvinza district) and **WEKEZA** (a joint programme between IRC, World Vision and Foundation for Civil Society), most other programmes are implemented with no coordination platforms both at regional and district levels. It seems that the concept of Public Private Partnerships (PPPs) is not well understood and exploited. Further, NRM interventions are not integrated in the DDPs. NRM is still largely guided by sector approaches even where these resources overlap in the same landscape. It is recommended that the NRM-LED facilitates full integration of project activities in the VDPs and DDPs as well as implementers platforms. Options

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include more engagement of the private sector and other service providers working on NRs coalitions in the NR value chain. The BLS noted that coordination was critical and therefore endorses that capacity is developed and platforms and coalitions are established.

Capacity development for NR service providers will also be expected in establishing strategic plans, elaborate financial plans and organization structures mostly for the CBO, CBNRM groups and the value chain members.

The institutional structure provided in the TFF is a model mechanism that will establish and revive stakeholders' coordination including the Landscape Stakeholders Meeting (LSM) and the District Stakeholders Meeting (DSM). This will also address the challenge identified by the BLS where stakeholders indicated that the local government authorities' accountability and willingness to facilitate NRM activities were limited.

4.6 Gender Considerations

NRs in Kigoma Region provide critical subsistence and livelihoods support for the majority of the communities including provision of fuelwood, timber, food, fruits and incomes. In rural communities, women are the ones mostly dependent section of the community that derive household livelihoods from NRs for subsistence and income. With increasing NRs degradation, women will be the most affected group of the community. It is recommended that project interventions related to strengthening the participation of women in decision making especially at village level is implemented noting that in most communities women constituted over 50% of the population. These would involve engagement in the Village Natural Resources Committees and the Village Land Use Management (VLUM) Committees and in respective CBNRM models to provide opportunities to tap NRs values and benefits.

Mechanisms recommended would include organizing specific gender and governance meetings at village and landscapes levels and implementation of village NRM and governance by laws that include gender aspects such as the mandatory inclusion of women in the VLUM Committees and VNRCs. This will broaden awareness, develop capacity and strengthen opportunities for sharing of NR benefits among members across gender. **TUUNGANE, WEKEZA** and **CONCERN** were already implementing gender and governance related meetings in Kigoma Region on health and social services that NRM for LED can pick lessons from or get/provide reinforcement.

4.7 Implementation Strategy

The project is set up to address the bottom-up approach for Decentralized Natural Resources Management (DeNRM) for LED that includes the strengthening of the role of regional level administration and service providers. Given the growing pressure on forests, fisheries, water and other natural resources, the project approach is to foster a dual purpose of local economic development and conservation at 'landscape' scale.

The NRM-LED is therefore built on strong participation of organisations and institutions engaged in Community Based Natural Resource Management (CBNRM) and the value chain actors. These include Wildlife Management Areas (WMAs), Beach Management Units (BMUs), Participatory Forest Management (PFM), Wetlands management, Beekeepers Associations, Pastoralist groups, Private sector and the village level institutions i.e. VLUMs and the VNRCs. Most of these CBNRM institutions are under various steps of development, mostly in the first four steps. The Land and Village Land Act (1999) define land tenure and provides for customary land tenure, appropriate land allocation and management. The BLS identified that participatory land-use management approach through Village land Use Plans (VLUP) and subsequent land survey and ownership titles overseen by villages land uses management committees (VLUM) will improve tenure security and effective NRs management.

However, since capacity in terms of financial and technical support has been external with no guarantee for support through all the 6 steps, the project should focus and limit itself in facilitating CBNRM activities that are likely to be finalized and become functional within the project's time

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frame. This should include capacity development for the district teams and supporting access to CBNRM related regulation and guidelines while at the same time developing synergies with other partners to add value on this participatory NRM approach.

Capacity building for the CBOs and value chain actors including technical facilitation will be necessary including the development of NRM planning and implementation tools for community level use.

At the LGAs levels, prioritization of NRM in Village and District Development Plans should be promoted in the VDPs and DDPs taking advantage of the existing planning tools such as the O&OD tool. Landscapes restoration for ecological functioning can be achieved through supporting management of NRs and demonstrated economic benefits. The ecological functions that existed during the baseline should also be fully maintained till the end of the project.

The study found that capacity for most LGAs was largely low in terms of numbers and skills and placement of staff in the districts with the necessary skills was necessary as the districts were key implementers of the project. To improve the skills capacity gaps, the BLS recommends that the project facilitates development of necessary capacities such as tailor made trainings for existing staff. The project could adopt alternative strategies in the interim including engaging service providers such as CBOs, NGOs, and value chain actors to support implementation of relevant activities. The project should also develop and implement a capacity development plan in collaboration with the LGAs including training in conflict management related to NRM.

5. CONCLUSION

Over 85% of the total population of Kigoma region depends on agriculture for its livelihood. However, NRs provides an opportunity to compliment the lowly developed agriculture in the region including provision of subsistence incomes at household level. The region had a GDP of USD 387 in 2012 against the national average of USD 652, implying that poverty in Kigoma Region was higher than the national average. The per capita income was below \$1.00 per day. Based on the huge economic potential of the NRs, if sustainably extracted, they can significantly contribute to poverty reduction as established by the BLS especially for the rural communities and revenue for the district councils.

The Baseline Survey (BLS) as a requirement of the Inception Phase of the NRM for LED project provides tool for implementation of monitoring and a gives rationale for tracking project performance. The BLS undertaken in a participatory manner informed the development of revised project's Theory of Change. It also provided a revision of the M&E framework and a scoping of the economic value of NRs.

Although the study attempted to use sample sizes that represented key respondents, it was not possible to cover all the population in the area/sample due to time and financial resources limitations. However, the sampling procedure ensured full or satisfactory coverage rather than generation of statistically significant information.

The NRM-LED will cover all the six districts of Kigoma Region in 7 landscapes with 5 priority landscapes and a total of 26 villages already identified. The proposed phased approach will serve in providing lessons for scaling up in respective landscapes.

The revised ToC combines also the project's Logframe intended to achieve the project Results, Outcomes and Impacts. This calls for finalization of the landscapes selection, landscapes planning processes and revision of activities to be implemented and engage the stakeholders especially at the landscape level to own the ToC.

The M&E Framework and System developed included review of the logframe provided in the TFF. The indicators were reviewed for SMARTness to ensure effective tracking of project performance, results and impact assessment including baseline and target values. The M&E roles and responsibilities as well as the M&E Matrix will facilitate effective implementation of the M&E plan. The survey established people, procedures, tools, data and technology that are part of the M&E system. Communication reflecting on strategies to share and promote outputs, and communication channels to be used that will interact to provide timely information of the project to decision making and implementation was included. The overall M&E system is entrenched in the LGAs management structures to avoid development of parallel structures and ensure the full integration of implementation in the LGAs priorities. The major risks related to implementation of M&E framework and system are capacities, capabilities and commitment of LGAs and project staff to deliver quality data and reports. The risks could be addressed through proper recruitment, training, supervision, coordination and management of people and institutions involved. The project logic and Indicator Tracking Table (ITT) with indicators will inform project management whether the project was on track in achieving its objectives.

Kigoma region has attracted a number of development partners and service providers supporting NRM. This opportunity should be well utilized to ensure interventions leave behind significant impacts. The challenges noted in terms of NRM governance, capacity for most actors and change drivers can be addressed through proper coordination using the established governance structures and mandates at the regional and LGAs. Improving NR governance would include a range of interventions such as political commitment, informed decision making, NR planning and prioritization in the VDPs and DDPs and partners coordination. Participation of women in NRM related activities and decision making is also paramount and should be facilitated. Lucky, Tanzania

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

has in place various NRM tools, institutions and structures that allows for this to happen. The project should promote the use of all relevant tools for integrated and sustained NRM in Kigoma.

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Annexes

Annex I: Terms of Reference (ToR)

**TERMS OF REFERENCE
PARTICIPATORY BASELINE STUDY**

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Introduction

Background

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. The project is implemented in six districts of Kigoma Region namely Buhigwe, Kakonko, Kasulu, Kibondo, Kigoma Rural, and Uvinza.

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.

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:

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

Overview of the Baseline Study

The implementation of the baseline is the requirement of the project during the inception phase as stipulated in the TFF. The NRM-LED treats the baseline report as the genesis for implementation of monitoring and follow-up of project activities. The proposed baseline study will be implemented in a participatory approach. The team of consultants for the baseline assignment will collaborate with the project implementation unit (PIU) to execute the baseline study. The team of hired consultant will lead the assignment with great support and assistance from the project team. It is therefore the responsibility of the consultants to propose and execute the methodological approach necessary for implementation of the baseline study.

Objective and scope of the participatory Baseline Study

Objectives of the study

The objectives of this consultancy assignment are:

- To enable the project to validate the project strategy as captured in the TFF, by producing an updated 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 assess the economic opportunities at the villages/landscape, district and regional levels, propose economic indicators (qualitative and quantitative economic indicators – linked to NRM), and establish their baseline and target values.
- To assess the current situation on women's participation on NRM related activities and decision making and propose measurable indicators

Scope of the study

The Natural Resources Management for Local Economic Development in Kigoma Region Project (NRM-LED) seeks the support of a qualified team of two consultants to design and implement a participatory baseline study for the project. The team of consultants is expected to visit all project districts during the implementation of the baseline study. The consultant team therefore shall carry out among others the following main tasks/activities;

- Review of literature pertaining to the relevant policy and planning framework; studies concerning the target area; MNRT tools and guidelines for sustainable wetlands management and CBNRM; development plans affecting the area; documents from NRM-LED, formulation studies, project inception plan; prior field assessment, reviews and consultations produced by the project during the inception phase.
- Analysis of the existing knowledge on economic values of natural resources and assessment of local economic development trend in the natural resources sector over the past three years together with projections for the future related to the foreseen results of the project.
- Analysis of the level of women's participation on NR, and the strategies used to mainstream gender issues for NRM. The team should also explore the strength, weaknesses and available opportunities of the existing gender strategies.
- Site visits to meet key stakeholders at the regional, district and local levels.
- Site visits to selected CBNRM initiatives in the target area and 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)
- Visit to at least 2 microfinance institutions (SACCOS/ VIKOBAS) in each district and assess the suitability and use of their services for CBNRM activities
- Preparation of a detailed methodology addressing these TOR and the response received from the project on the proposed methodology presented in the consultants' Technical Proposal.
- Presentation of the methodology to the project team, MNRT and BTC; briefing with the PIU; BTC; MNRT; regional officers and other key stakeholders
- Facilitation of 2 X 3 districts BLS workshops convened by the project (each workshop will include 2 districts plus members of the Regional Facilitation Team). The workshops are meant to combine participatory development of the TOC, with practical approaches to the baseline values.
- Preparation of aide-memoire with the key outcomes and conclusions.
- Presentation of aide-memoire to an internal workshop at the regional level involving the project team, RFT, DFPs, NPC and BTC.

Methodology and Approach to Baseline Study (BLS)

The BLS 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, advice, team and stakeholders process facilitation.

The BLS consultancy is an input to the overall project implementation process during the inception phase. The BLS 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 BLS process. Upon its conclusion, the project will take up the BLS output and validate it through further stakeholder restitutions.

The baseline study will be executed according to the guidelines for the execution of baseline study of BTC and on the basis of these TOR, which was adapted from TFF Annex 7.5

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

- Review the Logical Framework and result chain of the project to assess if it reflects/ is appropriate for the intended outcomes of the project.
- 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.
- Based on the revised LFA and 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.
- Assess and analyse the quality of the performance indicators on SMARTness (Specific, Measurable, Achievable, Realistic and Time bound) and on their suitability to measure and follow up on the assumptions and risks in the project environment. Propose additions or omissions in line with an effective monitoring framework.
- Elaborate the project 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 BLS should clarify the impact pathway and suggest best practices/approach for the strategy and monitoring framework of Decentralised NRM.
- Elaborate the project 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 BLS shall suggest ways to clarify what is the actual impact pathway sought through CBNRM initiatives on resource status, governance systems and local economic development.
- Elaborate the strategy and monitoring framework for LED/ livelihood improvement 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 baseline values and proposed indicators should enable the project team to select interventions strategically with reference to the overall project strategy (i.e., linkages to CBNRM agenda) and the actual economic context of the intervention.
- 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
 - Propose quantitative and qualitative targets for the project and a preliminary validation of selected (by stakeholders) priority areas through a mix of participatory and technical process as follows:
 - Assess the information base available to date and identify gaps.
 - 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.
 - 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 BLS shall give high consideration to opportunities for geographical concentration of the effort.

Deliverables of the Baseline study

The BLS team will deliver;

- An inception report with 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) including but not limited to :
 - Results of NR situation analysis
 - Analysis results of gender participation in natural resources management related issues including how benefits is shared across sex, together with these, the report has to include an analysis of the existing gender strategies within NR.
 - Economic analysis of the value of NR, including both tapped and untapped economic opportunities that relates to the use of NR.
 - A monitoring and evaluation matrix with baseline and target values (both the intermediary and end of project target)
 - A risks management plan; detailing likelihood, impact and ways to mitigate against identified risks.
- Final report upon receiving comments on the draft report

Period and duration of the Baseline study

This BLS will be conducted in the period March to May 2015 with an estimated 8 weeks duration.

Item number	Activity	Duration (Calendar Weeks)
1.	Applications procedure	4
2.	Shortlisting, selection and contract signing	3
4.	Execution of the BLS and submission of draft report	8
5.	Review and Comments on draft	1
6.	Final draft due	1 week after receiving comments
7.	TOTAL	17

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, the National Project Coordinator at MNRT, and the Resident Representative represented by the Senior Programme Officer,

Baseline team

The BLS team shall consist of the following members:

Consultants

- Team Leader
- Economist

Project Team:

- Project Manager (PM)
- International Technical Assistant / Co-manager (ITA)
- NTAs
- District Technical Advisors (3)

- DFP/District Focal Points (6)

Profiles & responsibilities of the consultant

- The team of consultants 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 consultant will mobilise a team of two consultants with the following profiles and responsibilities:
- Wide international exposure AND good understanding of the Tanzanian context, including gender and HIV & AIDS
- 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 (Consultant with relevant international experience)

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, facilitating strategic planning, preparing project M&E plans, conducting evaluations.
- Practical demonstration on the ToC in similar context will be a distinctive advantage
- 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
- 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

Economist

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 projects related to local economic development, including but not limited to microfinance projects particularly in rural settings. Experience in the natural resource sector would be a distinct advantage.
- Thorough exposure and understanding of VICOBA, SACOSS and other related microfinance instruments successfully operating in in the Tanzanian context
- Demonstrated experience in value chain approaches and the creation of networks and partnerships along product value chains to enhance local economic development.
- Good tracking record with CSOs in Tanzanian context is an added advantage
- 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
- Response to the request for proposal

Applications by interested consultants should comprise of separate technical and financial proposals. The technical proposal outlining how the assignment will be implemented based on the ToR and clearly indicating roles and responsibilities. The award will be given to the sound proposal reflecting both technical and financial requirements. The technical proposal will score to the maximum of 80% of total marks and 20% will be given to the financial proposal.

The score will be based on the following arrangement:

- | | |
|--|-----|
| • Understanding and interpretation of ToR | 10% |
| • Methodology (soundness of the design) | 20% |
| • Team Leader has successfully carried out similar assignments | 30% |
| • Composition of the team (expertise/combination of skills) | 20% |
| • Financial proposal | 20% |

Services from the client:

- The client NRM-LED shall use its best efforts to ensure that the team of consultants is provided with all necessary documents including the TFF and the studies carried out during the formulation of the project.
- In addition, the client will provide transport facilities to cover activities related to field visit and implementation of the assignment within project areas. It is the responsibility of the consultants to plan and cover for their own travel logistics outside the project areas.

Application

The applicant should submit two sealed envelopes enclosed in one sealed envelope marked as technical and financial proposal for undertaking baseline study for the NRM-LED Project. The two sealed envelopes should be appropriately labelled. The deadline for submitting the tender document should be not later than [four weeks from date of advertisement]

The full address should be:

Natural Resources Management for Local Economic Development in Kigoma Region Project

P.O. Box 24, Kigoma, **Attention to Project Manager & Co-Project Manager**

Reporting requirements

The consultant will report to the PIU with particular contact to both the Project Manager (PM) and Co-Project Manager (ITA).

Awards

The qualified consultant will be provided with a draft contract and sign with immediate effect upon being satisfied with the set terms and conditions. The award will be valid for the specified period of time and during that time both the lead consultant and team member will be required to work physically and constantly in the study areas.

Annex II: Tools Used in the Data Collection

Literature review checklist

A: From the project

- Annexes Report Scoping Mission Formulation NRM-LED
- Card Storming Kigoma
- JLPC Jan 2014 Formulation NRM-LED
- Kigoma LED NRM Regional Brief Final 27.11.13
- Kigoma LED NRM Staff Kigoma 22.11.13 (2)
- Kigoma LED Potential Landscapes Final 27.11.13
- Logical Framework and result chain of the project,
- NRMLLED Kigoma Social Eco November Piet Commented
- NRM-LED Visit Programme 13 11 13
- Report Scoping Mission DeNRM-LED (fv)
- Revised Proposed Indicator Matrix NRM – LED
- SPECIFIC AGREEMENT NRM in Kigoma Region
- Technical and Financial File

B: From other sources including the internet

- Economic values of NR (literature review)

C: From the District Councils

- Production quantities, prices and value of forest (wood fuel/ timber/ charcoal harvested), fisheries, beekeeping (honey and beeswax) and other NR related activities
- Data on tourist visits and revenue generated
- Average annual revenue generated by the Local authorities from sustainable use of NR (DT)
- Amount and Percentage of DDP budget allocated to NRM (DT)
- Proportion of NR related conflicts that have been resolved in timely manner (VLC/WT/DLHT)
- Recurrence of similar conflicts reduced (VLC/WT/DLHT)

In-depth Interview No. 1

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: Kigoma Regional Natural Resources Officer (RNRO)

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought in this questionnaire is to assess the natural resources management and economic development in Kigoma region.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. How many reports that relate to economic value of NRs were produced last year?..... Please list titles

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

2. How many strategic economic assessment reports on NR focusing on CBNRM produced last year?.....Please list titles

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

3. How many CBNRM initiatives had approved user rights last year?.....

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

4. (a) Are you aware of villages that implemented NR related by laws last year?

YES NO

(b) If YES, please provide the following information

S/N	Village	By law description
a)		
b)		
c)		
d)		
e)		

5. How many improved NRM techno-economic solutions (improved charcoal, modern beehives, timber processing etc.) were in use in the last year?..... Please mention

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

6. How many NR decisions did you make in the last budget?Please list the decisions made

S/N	(a) Decision description	(b) Purpose	(c) Basis of the decision (tick ✓)	
			(i) Based on factual data	(ii) Not on factual data
(i)				
(ii)				
(iii)				
(iv)				
(v)				

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

.....

In-depth Interview No. 2

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: Kigoma Regional Secretariat Town Planner

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought is to assess approvals and implementation of VLUPs in Kigoma Region.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. What is the total number of VLUPs approved by the Ministry and /or implemented so far?.....Please list the villages

S/N	Approved	Implemented
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		
j)		
k)		
l)		
m)		
n)		
o)		
p)		
q)		
r)		
s)		
t)		
u)		

END OF INTERVIEW

THANK YOU

Name of Interviewer:
.....

Date:

In-depth Interview No. 3

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: Kigoma Regional Fisheries Officer

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought is to assess BMU initiatives in Kigoma region.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. How many BMU initiatives had approved user rights last year? *Please list*

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____
- f) _____
- g) _____
- h) _____
- i) _____
- j) _____
- k) _____

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

In-depth Interview No.4

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: District Lands and Natural Resources Officer (DLNRO)

Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought is to assess the natural resources management and economic development in your district.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. How many interventions have been signed between your office and the public/private sector up to April 2015? Please mention the interventions

S/N	(a) Intervention	(b) Parties involved		(c) Implementation status (tick √)	
		Public	Private	Implemented	Not yet
(i)					
(ii)					
(iii)					
(iv)					
(v)					

2. How many self-initiative community groups (CBNRM) are working in your area?..... Please list them

S/N	(a) Name of the Group	(b) Purpose of the initiative	(c) Main Function
(i)			
(ii)			
(iii)			
(iv)			

3. What are the economic benefits derived from the use of natural resources? *Please mention*

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

4. How many NR decisions did you make in the last budget?.....*Please mention*

S/N	(a) Decision description	(b) Purpose	(c) Basis of the decision (tick √)	
			(i) Based on factual data	(ii) Not on factual data
(i)				
(ii)				
(iii)				
(iv)				
(v)				

5. Please mention the service providers working on NRM in your district.

S/N	Service Provider (eg CBNRM Groups, NGOs, Microfinance institutions, Training centres, TFS, Research/Academic institutions)	Type of service provided
a)		

b)		
c)		
d)		

6. How many CBOs and other institutions are working on NR related activities in your district?
 Please list all

S/N	CBOs and other institutions	Activities done
a)		
b)		
c)		
d)		

7. How many CBOs and other institutions working on NR related activities in your district shared their annual financial reports to beneficiaries/public during the past 12 months? Please list

- a) _____
- b) _____
- c) _____
- d) _____

8. Do you think that corruption in NR has decreased?

YES NO SOMEHOW DON'T KNOW

9. How many business coalitions (agreements/contracts) among key NR users were there in the last 12 months?..... Please list them

S/N	(a) Business coalitions established	(b) Parties involved			(c) Purpose of the partnership
		First	Second	Third	
(i)					
(ii)					
(iii)					
(iv)					

10. Please list staff that had qualifications and skills on NRM

S/N	(a) Staff name	(b) Qualifications	(c) Years of experience
(i)			
(ii)			
(iii)			
(iv)			
(v)			
(vi)			
(vii)			
(viii)			
(ix)			
(x)			

11. Please list staff trained on natural resources related conflict management

S/N	(a) Staff name	(b) When trained (year)	(c) Where trained	(d) Comment on how s/he is conversant with mediation
(i)				
(ii)				
(iii)				
(iv)				

12. How many improved NRM techno-economic solutions (improved charcoal, modern beehives, timber processing etc.) were in use in the last year?..... Please mention

- (i)

- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

13. How many villages applied by laws on gender during management of NRs in the landscapes?..... please list

S/N	(a) Village	(b) By law description
(i)		
(ii)		
(iii)		
(iv)		
(v)		

14. How many villages applied by laws on governance during management of NRs last year?..... Please list

S/N	(a) Village	(b) By law description
(i)		
(ii)		
(iii)		
(iv)		
(v)		

15. (a) Are the villages in your district using O&OD Toolkit for NRM planning during their VDPs?

YES NO DON'T KNOW

(b) If YES, Please mention the villages in the Landscape selected for this project that used the O&OD Toolkit in their VDP?

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

16. Did your district use O&OD Toolkit for NRM during DDP?

YES NO DON'T KNOW

17. Your district has Landscape that comprises of Villages. Of these, how many had NRM issues included in the 3 years' strategic plans for DDP?.....Please list them

S/N	(a) Village name	(b) RM issues included
(i)		
(ii)		
(iii)		
(iv)		
(v)		

18. How many landscape management and coordination activities are included in the current District Development Plan..... Please mention them

- a) _____
- b) _____
- c) _____
- d) _____

19. (a) What is the total number of villages in your district?.....

(b) Of these, how many villages are included in the current 3 Year's Strategic Plan for the district?.....

20. Does your district have M&E system/framework?

YES NO DON'T KNOW

21. How many reports that relate to economic value of NRs were produced in the last 12 months?.....

Please list titles

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

22. What is the number of strategic economic assessment reports on NR focusing on CBNRM produced in the last 12 months? *Please list titles*

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

23. Did your LGA use generated factual data in the planning process last year?

YES NO DON'T KNOW

24. How many service providers were trained on the use of adapted VLUP toolkit for NRM during last year?.....Please mention

S/N	(a) Name of staff trained	(b) Service provider
(i)		
(ii)		
(iii)		
(iv)		

25. What is the number of villages with VLUPs approved by Village assembly up to April 2015?.....
Please list them

S/N	(a) Approved	(b) Implemented
(i)		
(ii)		
(iii)		
(iv)		

26. What is the total number of VLUPs approved by the District council up to April 2015?.....
Please list them

S/N	(a) Approved	(b) Implemented
(i)		
(ii)		
(iii)		
(iv)		

27. How many service providers had appropriate financial management systems for NR related activities (by districts) in the last 12 months (up to April 2015)? Please list them

S/N	(a) Service Provider (eg CBNRM Groups, NGOs, Microfinance institutions, Training centres, Research/Academic institutions)	(b) Existence of Financial management system (tick ✓)	
		Exists	Does not
(i)			
(ii)			

(iii)			
(iv)			
(v)			
(vi)			
(vii)			
(viii)			
(ix)			
(x)			

28. What is the number of NR Stakeholder coordination platforms and processes that were established at District council and user/village level up to April 2015?

S/N	(a) Platform/ Process	(b) Purpose	(c) Level		(d) Whether operational YES=1 NO=2
			District council	Local (Village)	
a)					
b)					
c)					
d)					
e)					

29. Your district has Landscape that comprises of Villages. Who are the key NR stakeholders in the landscape?

(a) Stakeholder name	(b) NR Interest/Focus	(c) Informed on the importance and value of sustainable NR (YES/NO)	(d) With knowledge on processes and legislation regarding to NRM related issues (YES/NO)

30.

W

What is the number of decisions in district council meetings that were based on factual data/information on NR last year?..... Please list the decision and the factual data used

S/N	(a) Decision description	(b) Purpose	(c) Basis of the decision (tick √)	
			(i) Based on factual data	(ii) Not on factual data
(i)				
(ii)				
(iii)				
(iv)				
(v)				
(vi)				
(vii)				
(viii)				

31. (a) What are the key processes regarding establishment of CBNRM? Please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(b) What are the key legislations regarding NRM?

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

(v) _____

32. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

In-depth Interview No. 5

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: District Livestock and Fisheries Officer (DLFsO)

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought is to assess the fisheries resources management in your district.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. How many self-initiative community groups (CBOs) are working in your area?..... Please list them

S/N	(a) Name of the Group	(b) Purpose of the initiative	(c) Main Function
(i)			
(ii)			
(iii)			
(iv)			

2. (a) What are the key processes regarding establishment of CBNRM? Please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(b) What are the key legislations regarding NRM?

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

3. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

In-depth Interview No.6

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: District Planning Officer (DPLO)

Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought in this questionnaire is to assess how O&OD processes addresses NR priorities and to what extent the PMO RALG Accounting and Financial Manual has been adopted by the villages.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. (a) Are there villages in your district that use O&OD processes?

YES NO DON'T KNOW

(b) If YES, how many villages have NR priorities in their O&OD processes?..... *Please mention*

S/N	(i) Villages	(ii) NR Priorities
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		

2. (a) In the Landscape that comprises of Villages in your district, are there villages that use the adapted PMO RALG Accounting and Financial Manual?

YES NO DON'T KNOW

(b) If YES, Please mention them

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

3. Did your district use O&OD Toolkit for NRM during DDP?

YES NO DON'T KNOW

4. (a) In the Landscape that comprises of Villages in your district, were there villages that had their NRM issues included in the 3 years' strategic plans for the district?

YES NO DON'T KNOW

(b) If YES, please list them

S/N	(i) Village name	(ii) NRM issues included
(1)		

(2)		
(3)		
(4)		
(5)		

5. Does your district have M&E system/framework?

YES NO DON'T KNOW

6. (a) Were there NR decisions made in the last budget?

YES NO DON'T KNOW

(b) If YES, Please mention them

S/N	(a) Decision description	(b) Purpose	(c) Basis of the decision (tick \surd)	
			(i) Based on factual data	(ii) Not on factual data
a)				
b)				
c)				
d)				
e)				

7. (a) Were there decisions in on NR that were made by District Council meetings last year?

YES NO DON'T KNOW

(b) If YES, please mention them

S/N	(a) Decision description	(b) Purpose	(c) Basis of the decision (tick \surd)	
			(i) Based on factual data	(ii) Not on factual data
(1)				
(2)				
(3)				
(4)				
(5)				

8. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

In-depth Interview No.7

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: District Community Development Officer (DCDO)

Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought in this questionnaire is to assess how CBOs and other institutions working on NR are addressing genders priorities and share their report.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. How many CBOs and other institutions were working on NR related activities in your district during the past year?Please list all

S/N	(a) CBOs and other institutions	(b) Activities done
(i)		
(ii)		
(iii)		
(iv)		

2. How many CBOs and other institutions working on NR related activities in your district shared their annual financial reports to beneficiaries/public during the past year? Please list

- a) _____
 b) _____
 c) _____
 d) _____

3. How many villages applied by laws on gender during management of NRs in the landscapes last year?..... please list

S/N	(a) Village	(b) By law description
(i)		
(ii)		
(iii)		
(iv)		
(v)		

4. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

In-depth Interview No.8

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: District Cooperatives Officer (DCO)

Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought in this questionnaire is to assess how service providers partnering, addressing genders issues in NRM and how politicians influence decisions on NRM.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. How many CBOs and other institutions were working on NR related activities in your district during the past year?Please list all

S/N	(a) CBOs and other institutions	(b) Activities done
(i)		
(ii)		
(iii)		
(iv)		

2. How many CBOs and other institutions working on NR related activities in your district shared their annual financial reports to beneficiaries/public during the past year? Please list

- a) _____
 b) _____
 c) _____
 d) _____

3. How many business coalitions (agreements/contracts) were formed among key NR users last year?..... Please list them

S/N	(a) Business coalitions established	(b) Parties involved			(c) Purpose of the partnership
		First	Second	Third	
(i)					
(ii)					
(iii)					
(iv)					

4. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

Focused Group Discussion No.1
Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent category: Village Government

Na.	Name of Participant	Gender	Position
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought in this questionnaire is to assess the natural resources management and economic development in your village.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. Village Population

No. of	Men	Women	Total

2. (a) Did the village prepare its budget last year?

YES NO DON'T KNOW

(b) If YES, which NR decisions did you make in the last budget? *Please list*

S/N	(i) Decision description	(ii) Purpose	(iii) Basis of the decision (tick ✓)	
			(i) Based on factual data	(ii) Not on factual data
(1)				
(2)				
(3)				
(4)				
(5)				

3. (a) Are there self-initiative community groups (CBNRM) working on NR issues in this village?

YES NO DON'T KNOW

(b) If YES, which institutions facilitated them?

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

(c) If YES, are they still functional?

YES ALL YES, SOME NO DON'T KNOW

(d) Which are functional? Please mention

S/N	(i) Name of the Group	(ii) Purpose of the initiative	(iii) Main Function
(1)			
(2)			
(3)			
(4)			

4. Which landscape management and coordination activities were included in the current village development plan? *Please list*

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____

5. (a) Did the village prepare tenders related to NR in the last 12 months?

YES NO DON'T KNOW

(b) If YES, please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) If YES, which tenders related to NR were publically shared through public noticeboard? *Please list*

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

6. (a) Did the village prepare financial reports related to NR in the last 12 months?

YES NO DON'T KNOW

(b) If YES, please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) If YES, which financial reports related to NR were publically shared through public noticeboard? *Please list*

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

7. (a) Were there CBOs and other institutions working on NR related activities that shared their annual financial reports to beneficiaries/public?

YES NO DON'T KNOW

(b) If YES, please list

S/N	(i) CBO	(ii) Sharing (tick ✓)	
		(a) Shared	(b) Not shared
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			
(7)			
(8)			
(9)			

8. Do you think that corruption in NRM for LED has decreased?

YES NO DON'T KNOW

9. (a) Does your village have by laws related to gender in the management of NRs?

YES NO DON'T KNOW

(b) If YES, please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) If YES, were the by laws applied last year?

YES NO DON'T KNOW

(d) If NO, why?.....
.....

10. (a) Does your village have by laws related to governance on management of NRs?

YES NO DON'T KNOW

(b) If YES, please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) If YES, were the by laws applied last year?

YES NO DON'T KNOW

(d) If NO, why?.....
.....

11. Were NR priorities included in your villages' O&OD processes?

YES NO DON'T KNOW

12. (a) Are there vulnerable groups in the village?

YES NO DON'T KNOW

(b) If YES, please list

S/N	(i) Groups	(ii) Vulnerability
(1)		
(2)		
(3)		
(4)		
(5)		

13. What is the number of women who participated in VLUP last year?

14. Which vulnerable groups participated in VLUP last year?. Please list

- a) _____
 b) _____
 c) _____
 d) _____
 e) _____

15. (a) (i) What is the total number of the VNRC members?

(ii) How many are women?

(iii) What changes have occurred since the establishment of the Committee?

(b) (i) What is the total number of VLUM Committee members?

(ii) How many are women?

(iii) What changes have occurred since the establishment of the Committee?

16. (a) (i) Does village have VLUP?

YES NO DON'T KNOW

(ii) If YES, was the VLUP approved by Village assembly?

YES NO DON'T KNOW

(iii) If NOT, why?

(b) (i) If YES, was the VLUP implemented last year?

YES NO DON'T KNOW

(ii) If NOT, why?

17. (a) Did the village had stakeholder coordination platforms and processes last year?

YES NO DON'T KNOW

(b) If YES, please mention

S/N	(i) Platform/Process	(ii) Purpose	(iii) Whether operational YES =1 NO=2
(1)			
(2)			
(3)			
(4)			
(5)			

18. (a) Did the village have interventions signed between the village and the public/private sector up to April 2015?

YES NO DON'T KNOW

(b) If YES, please mention

S/N	(i) Intervention	(ii) Parties involved		(iii) Implementation status (tick \surd)	
		(a) Public	(b) Private	(a) Implemented	(b) Not yet
(1)					
(2)					
(3)					
(4)					
(5)					

19. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH
 HIGH
 MODERATE
 LOW
 VERY LOW
 DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

QUESTIONNAIRE No.1

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: NGO

Name of NGO: _____

Main Activities: _____

Name of respondent: _____

Name of Village: _____

Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of the information sought in this questionnaire is to assess organization, transparency and cooperation in natural resources management in your area of operation.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. Does your institution have a Financial plan?

YES NO DON'T KNOW

2. Does your institution have a Strategic plan?

YES NO DON'T KNOW

3. (a) Does your institution have an organization structure?

YES NO DON'T KNOW

(b) Does your organization have the following?

		YES =1	NO = 2
(i)	Most job positions are filled		
(ii)	Each position has clear job description		
(iii)	There is clear line of command		

4. (a) Were there tenders related to NR produced in the areas you operate during the past 12 months?

YES NO DON'T KNOW

(b) If YES, please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) If YES, which tenders related to NR were shared through public noticeboard in the areas you operate? *Please list*

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

5. (a) Were there financial reports related to NR produced in the areas you operate during the past 12 months?

YES NO DON'T KNOW

(b) If YES, please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) If YES, which financial reports related to NR were shared through public noticeboard in the areas you operate? *Please list*

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

6. (a) Was the election of NR related Committees in the villages you operate free and fair?

YES NO DON'T KNOW

(b) If not why?

- (i) _____
- (ii) _____
- (iii) _____

7. (a) Are there CBOs and other institutions working on NR related activities in the areas you operate? *Please list*

YES NO DON'T KNOW

(b) If YES, please list

S/N	(i) Name of the CBO and other institutions	(ii) Main Objective	(iii) Activities done
(1)			
(2)			
(3)			
(4)			

8. (a) Were there CBOs and other institutions working on NR related activities in the areas you operate that shared their annual financial reports to beneficiaries/public during the past 12 month?

YES NO DON'T KNOW

(b) If YES, please list

S/N	(i) CBOs and other institutions	(ii) Sharing (tick ✓)	
		(a) Shared	(b) Not shared
(1)			
(2)			
(3)			
(4)			
(5)			

9. (a) During the past 12 months, did get any service from the NR officers?

YES NO DON'T KNOW

(b) If YES, did you pay any bribe for the service?

YES NO

(c) Do you think that corruption in NRM has decreased?

YES NO SOMEHOW DON'T KNOW

(d) (i) If YES, why?

(ii) If NO, why?

(iii) If SOMEHOW, why?

10. (a) Do you think that Local Government Authorities are accountable and willing to facilitate NRM activities at all levels?

YES NO SOMEHOW DON'T KNOW

(b) (i) If YES, why?

(ii) If NO, why?

(iii) If SOMEHOW, why?

11. (a) Do you know the key processes regarding establishment of CBNRM?

YES NO DON'T KNOW

(b) If YES, please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

12. (a) Do you know the key legislations regarding NRM?

YES NO DON'T KNOW

(b) If YES, please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

13. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

QUESTIONNAIRE No.2

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: Microfinance Institutions (MFIs)

Name of SACCOS/VICOBA/ Microfinance: _____

Name of respondent: _____

Name of Village: _____

Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of this interview is to obtain information on loans related to sustainable use of NR.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. How many people obtained loans for various purposes including those related to sustainable use of NR from your institution in the past 12 months?

S/N	(a) Name	(b) Purpose	(c) Amount (Tshs)	(d) Donor/Project/Bank/Organization Source	(e) Beneficiary Members (Number)		(f) Was the loan fully repaid? YES=1 NO=2
					Male	Female	
(i)							
(ii)							
(iii)							
(iv)							
(v)							
(vi)							
(vii)							
(viii)							
(ix)							
(x)							

2. How many groups obtained loans for various purposes including those related to sustainable use of NR your institution in the past 12 months?

S/N	(a) Group Name	(b) Purpose	(c) Amount (Tshs)	(d) Donor/Project/Bank /Organization Source	(e) Beneficiary Members (Number)		(f) Members Defaulting rate (%)
					Male	Female	
(i)							
(ii)							
(iii)							
(iv)							
(v)							
(vi)							

3. Were there any applicants who could not get loans because of fund shortage?

YES NO DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

QUESTIONNAIRE No. 3

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: CBNRM Groups

Name of CBNRM Initiative: _____

Category of CBNRM: WMAs () PFM () BMU () Pastoralists () Water user right groups/Resource users ()

Name of respondent: _____

Name of Village: _____

Name of Landscape: _____

Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of this interview is to obtain information on organization, management, transparency, cooperation and benefits derived from sustainable use of NR.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. What ecological functions are currently provided by the following types of NR if they exist in your area?

	(a) Does your area have the following natural resources? <i>YES=1 NO=2</i>	(b) If YES, what the condition of the resource? <i>Very Good=1 Good=2 Bad=3 Very Bad=4</i>	(c) If YES, What are the functions? ENUMERATOR: <i>Please tick (√) where applicable</i>	
(i) Forests			(i) Catchment	
			(ii) Rainfall	
			(iii) Recreation/social functions	
			(iv) Biodiversity	
			(v) Soil protect	
			(vi) Micro climate	
			(vii) Tourism	
			(viii) Cultural	
			(ix) Other (please specify)	
(ii) Wildlife			(i) Biodiversity	
			(ii) Tourism	
			(iii) Cultural	
			(iv) Other (please specify)	
(iii) Water			(i) Ecosystems (habitat)	
			(ii) Drinking water	
			(iii) Recreation/social function	
			(iv) Other (please specify)	
(iv) Wetlands			(i) Drinking water	
			(ii) Ecosystems (habitat)	
			(iii) Recreation/social function	
			(iv) Other (please specify)	

2. What ecological functions are expected but not available from the existing NRs?

ENUMERATOR: Please ask on the NRs that exist as indicated in Q1 and please tick (✓) where applicable

(a) Type	(b) Function	
(i) Forests	(i) Catchment	
	(ii) Rainfall	
	(iii) Recreation/social functions	
	(iv) Biodiversity	
	(v) Soil protect	
	(vi) Micro climate	
	(vii) Tourism	
	(viii) Cultural	
	(ix) Other (please specify)	
(ii) Wildlife	(i) Biodiversity	
	(ii) Tourism	
	(iii) Cultural	
	(iv) Other (please specify)	
(iii) Water	(i) Drinking water	
	(ii) Ecosystems (habitat)	
	(iii) Recreation/social function	
	(iv) Other (please specify)	
(iv) Wetlands	(i) Drinking water	
	(ii) Ecosystems (habitat)	
	(iii) Recreation/social function	
	(iv) Other (please specify)	

3. Did you go through the following processes in establishing your institutions?

No.	(a) Process	(b) Tick (✓)
(i)	Awareness creation	
(ii)	Establishment of the group	
(iii)	Election of leaders	
(iv)	Resources mobilization	
(v)	Opening bank account	
(vi)	Registration of the Institution	

4. (a) Has your organization ever signed interventions of NR with public/private sector up to April 2015?

YES NO DON'T KNOW

(b) If YES, please list

ENUMERATOR: Please ask and fill in the answer and please tick (✓) where applicable

S/N	(i) Intervention	(ii) Parties involved		(iii) Implementation status (tick ✓)	
		(a) Public	(b) Private	(a) Implemented	(b) Not yet
a)					
b)					
c)					
d)					
e)					

5. (a) Does your organization have sources of revenue related to NR?

YES NO DON'T KNOW

(b) If YES, how much NR related revenue did you generate for each of the last 3 years?

ENUMERATOR: Please ask and fill in the answer

(i) Source	(ii) Amount (Tshs)		
	2012	2013	2014

6. (a) What is the total number of the management team in your organization?.....

(b) How many are women?

7. Do you have a financial plan?

YES NO DON'T KNOW

8. Has your institution be trained in financial management?

YES NO DON'T KNOW

9. Do you have a Strategic plan?

YES NO DON'T KNOW

10. (a) Does your institution have an organization structure?

YES NO DON'T KNOW

(b) Does your organization have the following?

		YES =1	NO = 2
(i)	Most job positions are filled		
(ii)	Each position has clear job description		
(iii)	There is clear line of command		

11. What economic benefits derived from the use of natural resources are enjoyed by men/women in your area?

(a) Type of benefit	(b) Beneficiaries (Tick√)			(c) Units in which is normally obtained	(d) What is the Unit price?
	Men	Women	Both		
(1) Timber					
(2) Building poles					
(3) Wood scaffold					
(4) Ropes					
(5) Thatching grass					
(6) Charcoal					
(7) Firewood					
(8) Tourism					
(9) Recreation					
(10) Hunting					
(11) Fisheries					
(12) Drinking water					
(13) Traditional medicines/herbs					
(14) Honey					
(15) Fruits					
(16) Mushroom					
(17) Water transport					
(18) Pottery soil					
(19) Trophy (animal/bird/wood)					

(a) Type of benefit	(b) Beneficiaries (Tick✓)			(c) Units in which is normally obtained	(d) What is the Unit price?
	Men	Women	Both		
(20) Wood utensils					
(21) Wood handles					
(22) Agriculture in wetlands					
(23) Other (please specify)					

12. (a) Did the village prepare tenders related to NR in the last 12 months?

YES NO DON'T KNOW

(b) If YES, please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) If YES, which tenders related to NR were publically shared through public noticeboard? *Please list*

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

13. (a) Did the village prepare any financial reports related to NR during the past 12 months?

YES NO DON'T KNOW

(b) If YES, please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) If YES, which financial reports related to NR were shared through public noticeboard? *Please list*

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

14. (a) During the past 12 months, did get any service from the NR officers?

YES NO DON'T KNOW

(b) If YES, did you pay any bribe for the service?

YES NO DON'T KNOW

(c) Do you think that corruption in NRM has decreased?

YES NO SOMEHOW

(d) (i) If YES, why?

(ii) If NO, why?

(iii) If SOMEHOW, why?

15. (a) Do you think that local government authorities are accountable and willing to facilitate NRM activities at all levels?

YES NO SOMEHOW DON'T KNOW

(b) (i) If YES, why?

(ii) If NO, why?

(iii) If SOMEHOW, why?

16. (a) Were there business coalitions (agreements/contracts) formed among key NR users in your village last year?

YES NO DON'T KNOW

(b) If YES, please list

	(a) Business coalitions established	(b) Parties involved			(c) Purpose of the partnership
		First	Second	Third	
(i)					
(ii)					
(iii)					
(iv)					

17. (a) Does your institution have appropriate financial management systems?

YES NO DON'T KNOW

(b) If YES, your system has the following?

		YES=1	NO=2
(i)	Budget		
(ii)	Financial Control and Procedures		
(iii)	Financial Records Keeping		

18. (a) Do you know the key processes regarding establishment of CBNRM?

YES NO DON'T KNOW

(b) If YES, please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

19. (a) Do you know the key legislations regarding NRM?

YES NO DON'T KNOW

(b) If YES, please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

20. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer: **Date:**

QUESTIONNAIRE No. 4

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: Community Based Organizations (CBOs)

Name of CBO: _____
Principal NRM Activity: _____
Name of Respondent: _____
Name of Village: _____
Name of Landscape: _____
Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of this interview is to obtain information on organization, management and cooperation on NRM.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. (a) Does your institution have revenue sources from NRs?

YES NO DON'T KNOW

- (b) If YES, how much NR related revenue did your institution generate for each of the last 3 years?

ENUMERATOR: *Please ask and fill the answer where applicable*

Source	Amount (Tshs)		
	2012	2013	2014

2. Do you have a financial plan?

YES NO DON'T KNOW

3. Has your institution been trained in financial management?

YES NO DON'T KNOW

4. Do you have a Strategic plan

YES NO DON'T KNOW

5. (a) Does your institution have an organization structure?

YES NO DON'T KNOW

- (b) Does your organization have the following?

		YES =1	NO = 2
(i)	Most job positions are filled		
(ii)	Each position has clear job description		
(iii)	There is clear line of command		

6. (a) Has your institutions entered into any agreement/contracts related to NRs with Private sector/Buyers?

YES NO DON'T KNOW

(b) If YES, Please mention

ENUMERATOR: Please ask and fill the answer where appropriate

S/N	(i) Agreement/ Contract	(ii) Private Parties involved	(iii) Purpose of the contract	(iv) Value of the Contract (Tshs)
(1)				
(2)				
(3)				
(4)				

7. (a) Does your institution engage in promoting improved NRM techno-economic solutions such as improved charcoal, modern beehives and timber processing?

YES NO DON'T KNOW

(b) If YES, Please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

8. (a) Does your institution have appropriate financial management systems?

YES NO DON'T KNOW

(b) If YES, your system has the following?

		YES=1	NO=2
(i)	Budget		
(ii)	Financial Control and Procedures		
(iii)	Financial Records Keeping		

9. (a) Do you know the key processes regarding establishment of CBNRM?

YES NO DON'T KNOW

(b) If YES, please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

10. (a) Do you know the key legislations regarding NRM?

YES NO DON'T KNOW

(b) If YES, please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

11. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

QUESTIONNAIRE No. 5

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: Key Value Chain Members

Category: Key Transformers (), Key Traders (), Resource users ()

Name of respondent: _____

Name of Village: _____

Name of Landscape: _____

Name of the District: _____

A. INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of this interview is to obtain information on organization, transparency, cooperation and benefits derived from NR. Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

B. MAIN QUESTIONS

1. (a) Have you ever signed a contract on NR use/trade with public sector up to April 2015?

YES NO DON'T KNOW

(b) If YES, please provide the following information about the contract.

S/N	(i) Intervention/subject	(ii) Public Party involved	(iii) Implementation status (tick ✓)	
			(a) Implemented	(b) Not yet
(1)				
(2)				
(3)				

2. (a) Do you understand the economic values of NRs?

YES NO DON'T KNOW

(b) If YES, what are the benefits and who are the beneficiaries of natural resources?

(i) Type of product	(ii) Beneficiaries (Tick ✓)			(iii) Units in which is normally obtained	(iv) What is the Unit price?
	Men	Women	Both		
(1) Timber					
(2) Building poles					
(3) Wood scaffold					
(4) Ropes					
(5) Thatching grass					
(6) Charcoal					
(7) Firewood					
(8) Tourism					
(9) Recreation					
(10) Hunting					
(11) Wildlife meat trading					
(12) Fisheries					
(13) Drinking water					
(14) Traditional medicines/herbs					
(15) Honey					
(16) Fruits					

(i) Type of product	(ii) Beneficiaries (Tick ✓)			(iii) Units in which is normally obtained	(iv) What is the Unit price?
	Men	Women	Both		
(17) Mushroom					
(18) Pottery soil					
(19) Trophy (animal/bird/wood)					
(20) Wood utensils					
(21) Wood handles					
(22) Income					
(23) Employment					
(24) Social services					
(25) Cultural functions such as rituals and traditional healing					
(26) Other (please specify)					

3. (a) For how long have been working on these NR related activity?..... (Years)
 (b) How much NR related revenue did you generate for each of the last 3 years?

ENUMERATOR: Please ask and fill the answer where appropriate

Source	Amount (Tshs)		
	2012	2013	2014

4. Do you have a financial plan such as income and expenditure?

YES NO DON'T KNOW

5. Has your institution be trained in financial management?

YES NO DON'T KNOW

6. Do you have a Strategic plan?

YES NO DON'T KNOW

7. (a) Does your institution have an organization structure?

YES NO DON'T KNOW

- (b) Does your organization have the following?

		YES =1	NO = 2
(i)	Most job positions are filled		
(ii)	Each position has clear job description		
(iii)	There is clear line of command		

8. (a) Do you know tenders related to NR that were publically shared through public noticeboard since last year?

YES NO DON'T KNOW

- (b) If YES, please mention

	(i) Description of tender	(ii) Tender issuer
(1)		
(2)		
(3)		
(4)		

9. (a) Do you know financial reports related to NR that were publically shared through public noticeboard since last year?

(b) If YES, please mention

	(i) Description of the report	(ii) Financial report issuer
(1)		
(2)		
(3)		
(4)		

10. (a) Was the election of NR related Committee free and fair?

YES NO DON'T KNOW

(b) If NOT why?

(i) _____

(ii) _____

11. (a) During the past 12 months, did get any service from the NR officers?

YES NO DON'T KNOW

(b) If YES, did you pay any bribe for the service?

YES NO DON'T KNOW

(c) Do you think that corruption in NRM has decreased?

YES NO SOMEHOW

(d) (i) If YES, why?

(ii) If NO, why?

(iii) If SOMEHOW, why?

12. (a) Do you think that local government authorities are accountable and willing to facilitate NRM activities at all levels?

YES NO SOMEHOW

(b) (i) If YES, why?

(ii) If NO, why?

(iii) If SOMEHOW, why?

13. (a) Have you ever entered into a coalition with other key resources users?

YES NO DON'T KNOW

(b) If YES please provide the following information

S/N	(i) Business coalitions entered	(ii) Parties involved			(iii) Purpose of the coalition
		First	Second	Third	
(1)					
(2)					
(3)					

14. (a) Does your institution have appropriate financial management systems?

YES NO DON'T KNOW

(b) If YES, your system has the following?

No.	Parameter	YES=1	NO=2
(i)	Budget		
(ii)	Financial Control and Procedures		
(iii)	Financial Records Keeping		

15. (a) Do you know the key processes regarding establishment of CBNRM?

YES NO DON'T KNOW

(b) If YES, please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

16. (a) Do you know the key legislations regarding NRM?

YES NO DON'T KNOW

(b) If YES, please mention

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

17. How do you rate the influence of politicians in making decisions on NRM?

VERY HIGH HIGH MODERATE LOW VERY LOW DON'T KNOW

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

QUESTIONNAIRE No. 6

Participatory Baseline Study on NRM for Local Economic Development in Kigoma Region

Respondent: Head of Household

Name of respondent: _____

Name of Village: _____

Name of Landscape: _____

Name of the District: _____

SECTION 1: INTRODUCTION

Greetings: My name is I am here on behalf of BTC. The objective of this interview is to obtain information on the household members, economic activities and energy consumption.

Information collected through this questionnaire will be used for the purposes of this baseline study and no findings will be directly related to your name.

SECTION 2: *HOUSEHOLD SIZE*

Q. 1: Please tell me the names of persons who usually live in your household, starting with the head of the Household

No.	(a) Please tell me the names of persons who usually live in your household?	(b) SEX MALE =1 FEMALE =2	(c) Age (Years)	(d) What is the main occupation of Employed=1 Business=2 Agriculture=3 In school=4 Other=5	(e) Is a member of a CBO dealing with NR? YES = 1 NO = 2	(f) Does the CBO have a contract with a private sector/ buyer? YES = 1 NO = 2
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

SECTION 3: HOUSEHOLD INCOME

Q. 2: Please, give details of household income during the previous **twelve (12) months**.

From (Month): May 2014 To: April 2015

Source of Income	(a) Is there a HH member getting income from the following sources YES=1 NO=2	(b) WHOSE (Name) INCOME?			(c) Who decides on the use of this income? FATHER=1 MOTHER=2 EARNER=3 ALL=4
		Member Serial No. in Q1	Name of Household Member	Amount (Shs)	
1. Income from employment (in cash)					
2. Income from employment (in kind)					
3. Income from non-farm self employment (Business)					
4. Income from sell of crops produced (cash and food crops)					
5. Use of own crops for household subsistence consumption (using market prices)					
6. Income from livestock and livestock products e.g. milk, skin etc					
7. Income from fishing					
8. Income of members from producers' cooperatives including SACCOS					

Source of Income	(a) Is there a HH member getting income from the following sources YES=1 NO=2	(b) WHOSE (Name) INCOME?			(c) Who decides on the use of this income? FATHER=1 MOTHER=2 EARNER=3 ALL=4
		Member Serial No. in Q1	Name of Household Member	Amount (Shs)	
9. Income from rented house/rooms					
10. Imputed rent of owner occupied dwellings					
11. Interests income (loans/bank deposits and savings)					
12. Dividends					
13. Current transfers and other benefits received. Rent received					
14. Other received income include goods					
15. Income from Natural Resources products:					
a) Timber					
b) Building poles					
c) Wood scaffold					
d) Ropes					
e) Thatching grass					
f) Charcoal					
g) Firewood					
h) Tourism					
i) Recreation					
j) Hunting					
k) Sale of bush meat					
l) Fisheries					
m) Drinking water					
n) Traditional medicines/herbs					
o) Cultural practices					

Source of Income	(a) Is there a HH member getting income from the following sources YES=1 NO=2	(b) WHOSE (Name) INCOME?			(c) Who decides on the use of this income? FATHER=1 MOTHER=2 EARNER=3 ALL=4
		Member Serial No. in Q1	Name of Household Member	Amount (Shs)	
p) Honey					
q) Fruits					
r) Mushroom					
s) Pottery soil					
t) Trophy (animal/bird/wood)					
u) Wood utensils					
v) Wood handles					
w) Other (please specify)					
Total					

SECTION 4: ENERGY CONSUMPTION

Q3: What is the source and quantity of energy does your household normally use?

ENUMERATOR: Please fill the shaded area after the interview

(a) Type of energy	(b) Units in whichis normally obtained	(c) What is the Unit price?	(d) Weight (kg) – please weigh	(e) How much do you normally use in a typical month?
a) Charcoal	Tin () Other.....			
b) Firewood	Load () Other.....			
c) Kerosene	Liter () Other.....			
d) Biomass residue - plants	Load () Other.....			
e) Biomass – animal dung	Heap () Other.....			
f) Biogas	Day () Other.....			
g) Gas - LPG	Kg () Other.....			
h) Electricity – from grid	KWh			
i) Generator	Petrol () Other.....			
j) Solar	Hours ()			
k) Batteries/Dry cell	Hours ()			
l) Candle	Hours ()			
m) Other (please specify)				
n) Other (please specify)				
o) Other (please specify)				

SECTION 5: ACCOUNTABILITY

Q4: (a) Were there tenders related to NR produced in the areas you operate during the past 12 months?

YES NO DON'T KNOW

(b) If YES, which tenders related to NR were shared through public noticeboard in the areas you operate?

Please list

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

(v) _____

Q5: (a) (i) Were there financial reports related to NR produced in the areas you operate during the past 12 months?

YES NO DON'T KNOW

(b) If YES, which financial reports related to NR were shared through public noticeboard in the areas you operate? *Please list*

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

Q6: (a) Was the election of NR related Committees in the villages you operate free and fair?

YES NO DON'T KNOW

(b) If NO, why?

- (i) _____
- (ii) _____
- (iii) _____

Q7: (a) During the past 12 months, did get any service from the NR officers?

YES NO DON'T KNOW

(b) If YES, did you pay any bribe for the service?

YES NO DON'T KNOW

(c) Do you think that corruption in NRM has decreased?

YES NO SOMEHOW DON'T KNOW

- (d) (i) If YES, why?
- (ii) If NO, why?
- (iii) If SOMEHOW, why?

Q8: (a) Do you think that Local Government Authorities are accountable and willing to facilitate NRM activities at all levels?

YES NO SOMEHOW DON'T KNOW

- (b) (i) If YES, why?
- (ii) If NO, why?
- (iii) If SOMEHOW, why?

END OF INTERVIEW

THANK YOU

Name of Interviewer:

Date:

Annex III: Monitoring and Evaluation Matrix

Indicator Level	Indicator Name	Primary Data Source	Baseline Data Source
Overall Objective	Proportion of landscapes restored to their ecological functioning	Evaluation Report	Leaders of CBNRM Groups
	Average annual revenue generated by the Local authorities from sustainable use of NR	District Annual Report	VEO/Village chairperson, District Treasurer
	Average annual amount of wood fuel/ timber/ charcoal harvested	District Annual Report	District forest officer
	Number of interventions signed and implemented between private and public sector working on NR	Quarterly Progress report	DLNRO, Traders, CBNRM initiatives
	Number of self-initiative community groups working on NR issues in the region	Quarterly Progress report	Village chairperson/VEO, DLNRO
	Proportion of people with proper knowledge on the values of NR	Evaluation Report	DLNRO; Resource users, transformers, traders
Specific Objective	Number of service providers working on NRM in the region	District Quarterly Report	DLNRO
	Average annual revenue generated by service providers from sustainable use of NR	District Annual Report	CBO, CBNRM initiatives, private sectors - traders
	Proportion of NR service providers with elaborate financial plan	Mid-term Review Report	CBO, NGOs, CBNRM initiatives, private sectors - traders
	Proportion of NRs service providers with strategic plan and functional management structure	Mid-term Review Report	CBO, NGOs, CBNRM initiatives, private sectors - traders
	Average annual household income per capita	Special Study Report/Annual District Comprehensive Report	Head of the Household
	Percentage of benefits that is shared among members within village/communities and across gender	Village/Community/Service Provider Annual financial report	Service providers, CBNRM initiatives, resource users, traders
	Percentage of DDP budget allocated to NRM	District Annual Report	DPLO
Result 1	The extent to which decision makers utilize generated information at DSS during decision making processes/planning processes at all levels	Decision makers/planners' Reports	RNRO, DLNRO, DPLO, Community Clerk (CC) and Village Council
	Number of villages/districts integrating activities related to landscape management and coordination in their village/district development plan	District Annual Report	DLNRO, DPLO
Result 2	Tender/financial reports relates to NR publically shared through public notice board	Informants Card Reports	VEO CBNRM Initiatives NGOs
	Proportion of people perceive that election processes for NR related committee meet good governance standards	Mid-term Review Report and Final Evaluation Report	Resource users, traders, NGOs
	Proportion of CBOs and other institutions working on NR related activities whose annual financial reports are shared to	Informants Card reports	DLNRO; DCDO VEO NGOs

Indicator Level	Indicator Name	Primary Data Source	Baseline Data Source
	beneficiaries/public		CBNRM Initiatives
	Proportion of people/NR users who perceive that corruption is reduced at all decentralized levels	Mid-term Review Report	DLNRO VEO CBNRM Initiatives Resource users, traders, NGOs
	Proportion of people/NR users who perceive that local government authorities are accountable and willing to facilitate NRM activities at all levels.	Mid-term Review Report	CBNRM Initiatives, Resource users, traders, NGOs Heads of HH
Result 3	Average annual quantity of energy sources consumed (data disaggregated by energy source)	Evaluation Report	Heads of HH
	Proportion of people whose per capita income is above \$1.00 per day due to sustainable use of NR value chain	Mid-term Review Report & Final Evaluation Report	Head of the Household
	Number of business coalition formed among key NR users in the region	District Quarterly Report	DLNRO and Traders, CBO, CBNRM initiatives
Result 4	Proportion of staff trained in conflict management with improved skills on managing NR related conflicts	Project Quarterly Report	DLNRO
	Number of landscape coordination meetings implemented	Project Quarterly Report	Village Councils, DFPs, DFTs, RFT and Project Manager
	Number of gender and governance meeting related to NR issues implemented	Project Quarterly Report	Village Councils, DFPs, DFTs, RFT and Project Manager
	Number of villages applying by laws on gender and governance during management of NRs	Quarterly Project Implementation Report	DLNRO VEO
Activity 1.1	Number of districts with DSS in place and used effectively	District Annual Report	DPLO
	Number of villages in selected landscapes with NR priorities in O&OD processes	District Annual Report	DPLO VEO
	Proportion of villages use adapted PMO RALG AFM manual (disaggregated by district)	District Annual Report	DPLO and DT
Activity 1.2	Baseline and situational analysis report available on time	Baseline and Situational Analysis Report	Project Manager
	Proportion of landscapes selected based on established criteria for selection of priority NRM-LED	Project Quarterly Report	Project Manager
Activity 1.3	Number of villages in selected landscapes using O&OD Toolkit for NRM during VDP	Project Quarterly Report	DLNRO
	Number of Districts in selected landscapes using O&OD Toolkit for NRM during DDP	District Annual Report	DLNRO
	Number of service providers trained on the use of O&OD toolkit	Project Quarterly Report	DFPs and DTAs
	Proportion of pilot villages with NRM issues included in the 3 years strategic plans for VDP and DDP	District Annual Report	DPLO DLNRO
Activity 1.4	Number of districts with M&E system/framework in place	District Annual Report	DLNRO DPLO
	Number of reports the R and LGA produce that relates to economic value of NRs	Regional/District Annual Report	RNRO DLNRO

Indicator Level	Indicator Name	Primary Data Source	Baseline Data Source
	Availability of strategic economic assessment of NR focusing on CBNRM	Project Quarterly Report	RNRO DLNRO
	Number of LGA whose DDP use generated factual data on NR to reflect planning process	District Annual Report	DLNRO
	Number of decisions in district council meetings based on factual data/information on NR	District Annual Report	DLNRO
Activity 2.1	Number of service providers trained on the use of adapted VLUP toolkit for NRM	Project Quarterly Report	DFPs and DTAs
	Effectiveness of participation of village groups (including women and vulnerable groups) in VLUP	District Annual Report	VEO
	Proportion of women representation in decision making on NRM	Project Quarterly Report	CBNRM Initiatives VEO
	Number of villages with VLUPs approved by Village assembly	Village/Ward/District Annual Report	DLNRO VEO
	Proportion of VLUP approved at the LGA	District Annual Report	DLNRO
	Proportion of VLUP approved at the Central level	District Annual Report	Regional Secretariat Town Planner
	Proportion of VLUPs that are implemented	District Annual Report	DLNRO VEO
Activity 2.2	CBNRM sector Toolkit adapted for Kigoma	Project Quarterly Report	DFPs and DTAs
	Number of institutions/ organizations using CBNRM toolkit in their activities	Project Quarterly Report	DFPs and DTAs
	Number of key staff and service providers trained in the use of CBNRM toolkit	Training Reports/Training register form	DFPs and DTAs
	Number of CBNRM initiatives with approved user rights	Project Quarterly Report	RNRO Regional Fisheries Officer
Activity 2.3	Number of villages/institutions/ organizations trained in governance and conflict management	Training Reports/Training register form	DFPs and DTAs
	Number of villages where NR related by-laws are implemented	Project Quarterly Report	RNRO
	Proportion of NR related conflicts that have been resolved in timely manner	VLC/WT/DLHT reports	VLC/WT/DLHT
	Recurrence of similar conflicts reduced	VLC/WT/DLHT reports	VLC/WT/DLHT
Activity 3.1	Number of CBOs supported to make business plans based on identified opportunities within NR linked value chain analysis	Project Quarterly Report	DFPs and DTAs
	Number of joint ventures developed along value chain.	Project Quarterly Report	DFPs and DTAs
	Number of improved NRM techno-economic solutions (improved charcoal, modern beehives, timber processing etc.) used.	Project Annual report	RNRO DLNRO CBOs
	Amount of revenue generated by CBO/CBNRM	Beneficiaries/Service Provider's Annual Report	CBO, CBNRM initiatives
Activity 3.2	Number of CBOs/CBNRM trained in financial management	Project Quarterly Report	CBOs/CBNRM

Indicator Level	Indicator Name	Primary Data Source	Baseline Data Source
	Number of service providers with appropriate financial management system for NR related activities (by districts)	Service Provider's Annual Report	DLNRO
	Number of groups that obtained loans related to sustainable use of NR through supported SACCOS/VICOBA/Microfinance	SACCOS/VICOBA/Microfinance Progress Report	SACCOS/VICOBA/ Microfinance
	Value of loans related to sustainable use of NR obtained through supported SACCOS/VICOBA/Microfinance	SACCOS/VOCBA/Microfinance Progress Report	SACCOS/VICOBA/ Microfinance
Activity 3.3	Number of agreement/ contracts established between CBOs and Private sector/Buyers	MoU signed	Value chain actors
	Financial status of CBOs improved as result of contracts	CBO's Annual Financial Report	CBOs
	Livelihood of CBOs members improved as result of contracts	Mid-term Review Report	Household Members
Activity 4.1	Stakeholder coordination platforms and processes at R, LGA and user level established and operational	Regional/District Annual Report	DLNRO VEO
	Number of partnerships processes established between CBNRM, CBOs and NGOs and service providers	MoU	CBNRM, CBOs and service providers
	Number of successful joint activities as result of partnerships and networking		DfPs and DTAs
Activity 4.2	Number of outreach materials and public awareness campaigns implemented	Project Quarterly Report	CEPA
	Proportion of key stakeholders in target areas who are well informed on the importance and value of sustainable NR	Mid-term Review Report	Project Manager
Activity 4.3	Proportion of key stakeholders with knowledge on processes and legislation regarding to NRM related issues	Project Quarterly Report	DLNRO; DFsO; NGOs CBOs; CBNRM Value chain actors

Annex IV: Relevant Policies, Legal and Regulatory Framework

MNRT POLICIES:

1. National Beekeeping Policy 1998
 2. National Forest Policy 1998
 3. Wildlife Conservation Policy 2007
 4. National Tourism Policy 1999
 5. National Fisheries Policy
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MNRT GUIDELINES

1. Community Based Forest Management Guidelines For the Establishment of Village and Forest Reserves and Community Forest Reserves 2007
 2. Guidelines for Harvesting in Village Land Forest Reserves 2013
 3. Joint Forest Management Guidelines 2013
 4. Participatory Forest Resource Assessment Guidelines 2014
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CURRENT MNRT AND OTHER ACTS:

1. National Tourism Act No. 29 of 2008
 2. Wildlife Conservation Act No 27 of 2008
 3. National Beekeeping Act No. 15 of 2002
 4. National Forest Act No. 14 of 2002
 5. Environment Management Act (EMA) of 2004
 6. Land Act of No. 4 of 1999
 7. Village Land Act of No. 5 of 1999
 8. Land Use Planning Act (2007)
 9. National Irrigation Act 2013
 10. The Fisheries Act No 22 of 2003
 11. Antiquities Act of 1964 (Act No. 10 of 1964 or Cap 333 Ref. 2002) which is the principal legislation and the Antiquities (Amendment) Act of 1979 (Act No. 22 of 1979).
 12. The Local Government (District Authorities) Act No 7 of 1982
 13. Water Resources Management Act No. 11 of 2009
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MNRT REGULATIONS FOR WILDLIFE CONSERVATION ACT

1. The Wildlife Management Areas Regulations (2012);
2. The Tourist Hunting Regulations (2010);
3. The Dangerous Animal Damage Consolation Regulations (2011);
4. The Resident Hunting Regulations (2010);
5. The Dealing in Trophy Regulations (2010);
6. The Resident Hunting Regulation (2010);
7. The Capture of Animal Regulations (2010);
8. The Valuation of Trophies Regulation (2011);
9. The Wildlife Conservation (Non Consumptive Wildlife Utilization) Regulation (2008)
10. Antiquities Rules and Regulations of 1981, 1991, 1995 and 2002

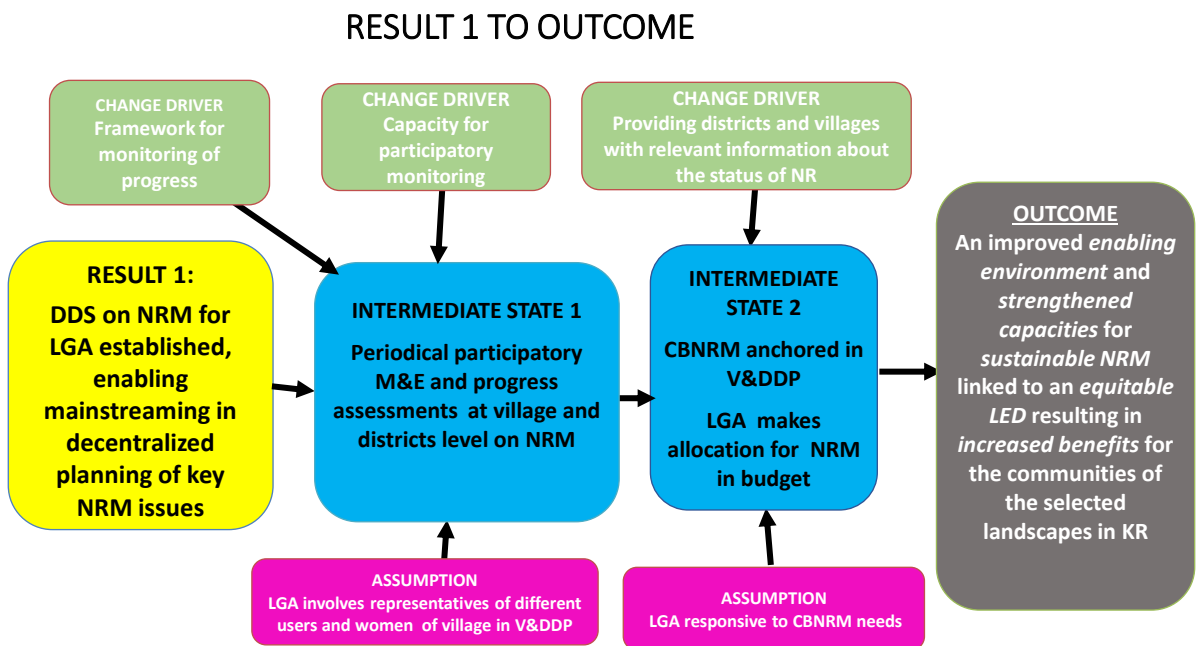
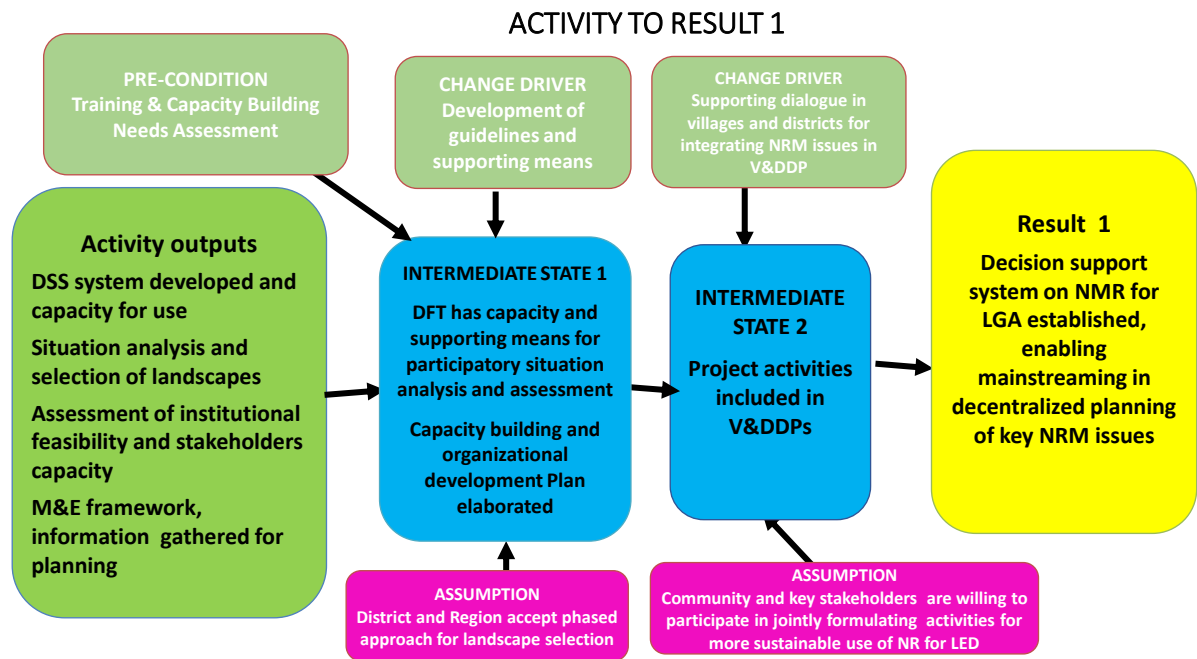
OTHER RELATED POLICIES:

1. National Fisheries Policy and Strategy Statement 1997
 2. National Environment Policy 1997
 3. Agriculture and Livestock Policy 1997
 4. Agricultural Policy 2012
 5. Livestock Policy 2009
 6. National Land Policy 1995
 7. National Irrigation Policy 2010
 8. Local Government Policy 1990
 9. Local Government Reform Agenda (1996-2000) and Local Government Reform Programme (1998)
 10. Mineral Policy of Tanzania 1998
 11. National Water Policy 2002
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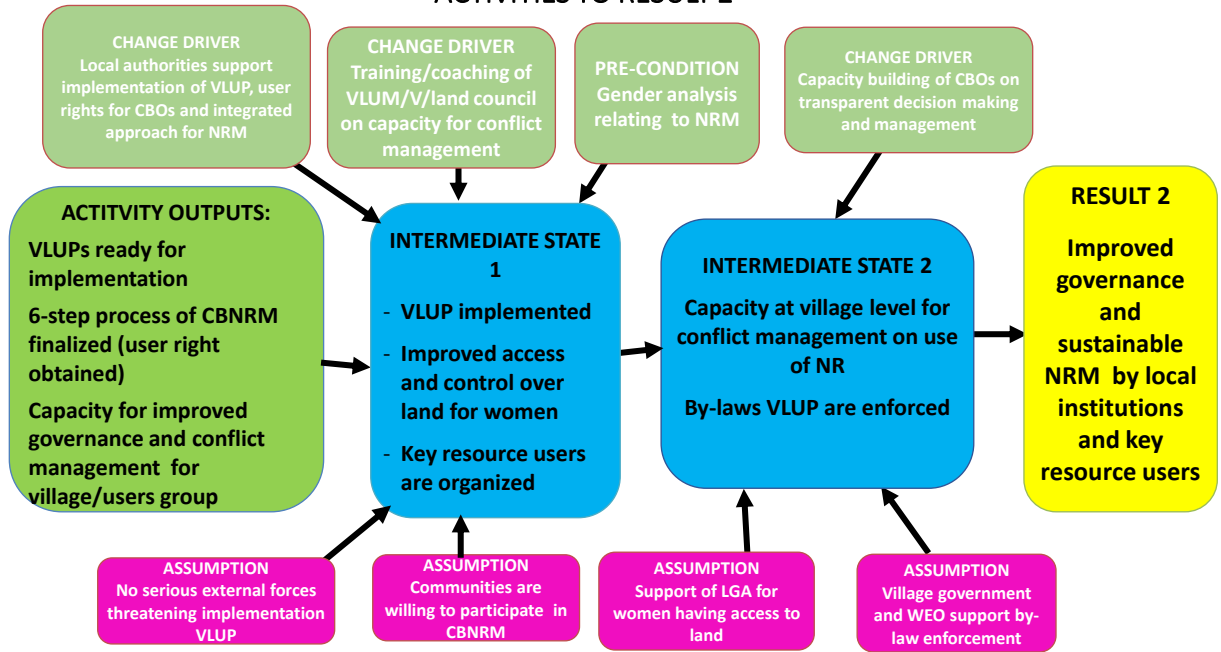
RELEVANT CONVENTIONS AND TREATIES

1. The Convention on International trade in Endangered Species of Wildlife Fauna and Flora (CITES) (Implementation) Regulations (2005)
2. Ramsar Convention on Wetlands 2000

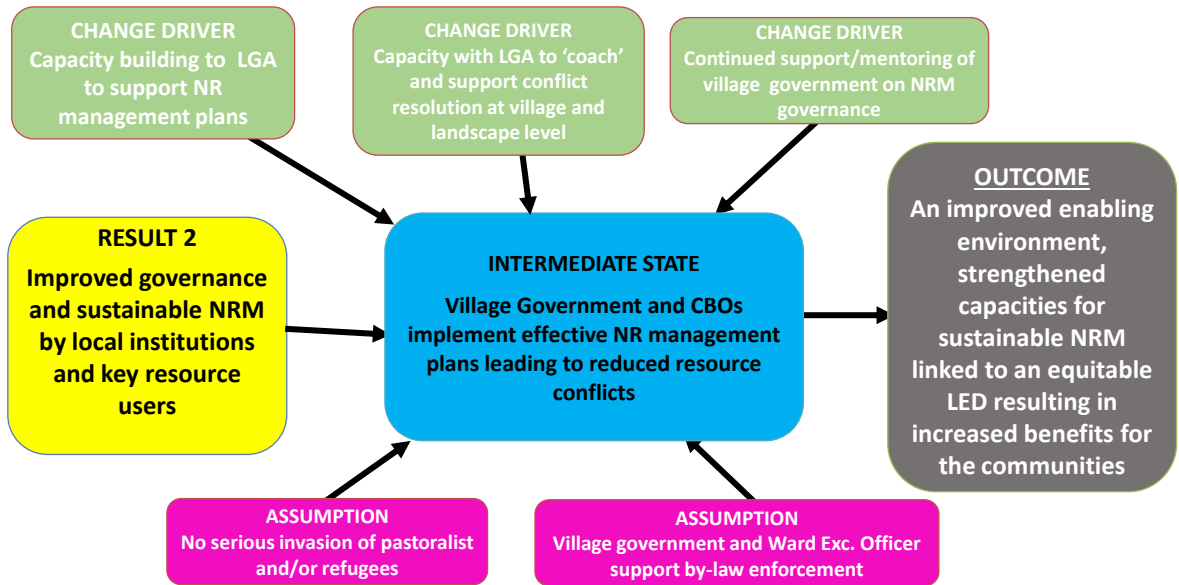
Annex V: Full Validated Theory of Change



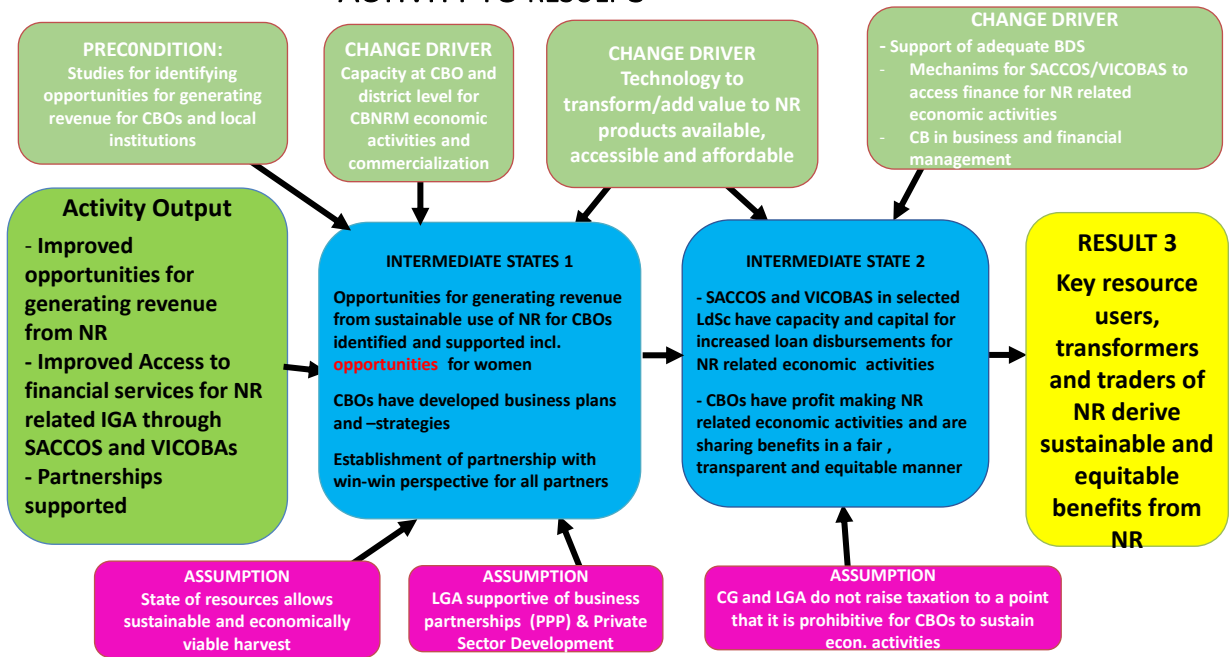
ACTIVITIES TO RESULT 2



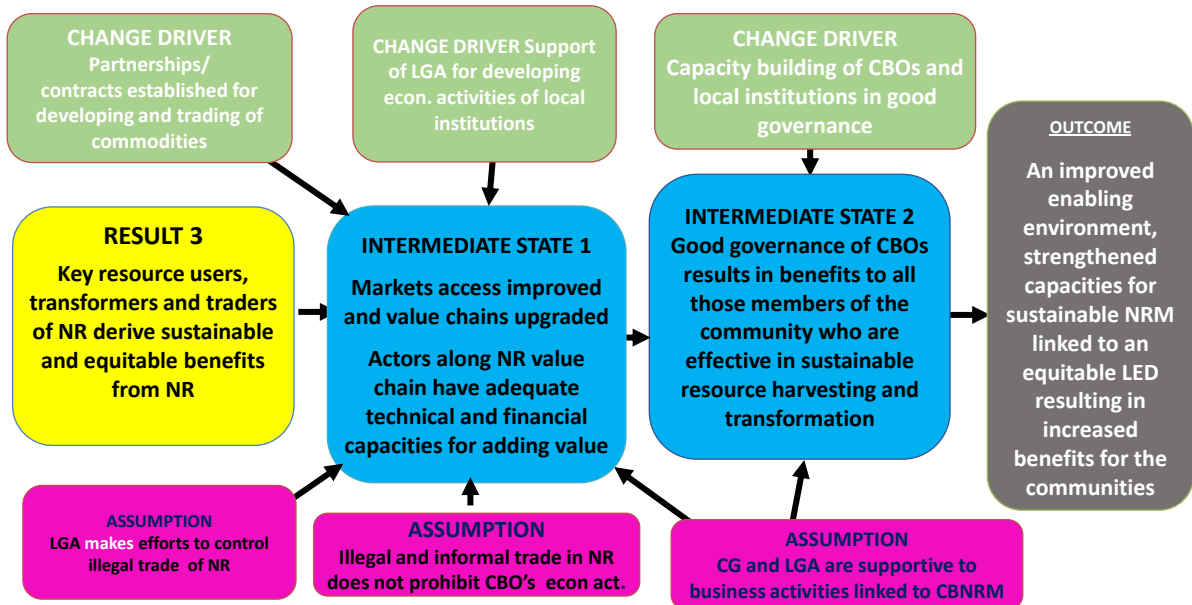
RESULT 2 TO OUTCOME



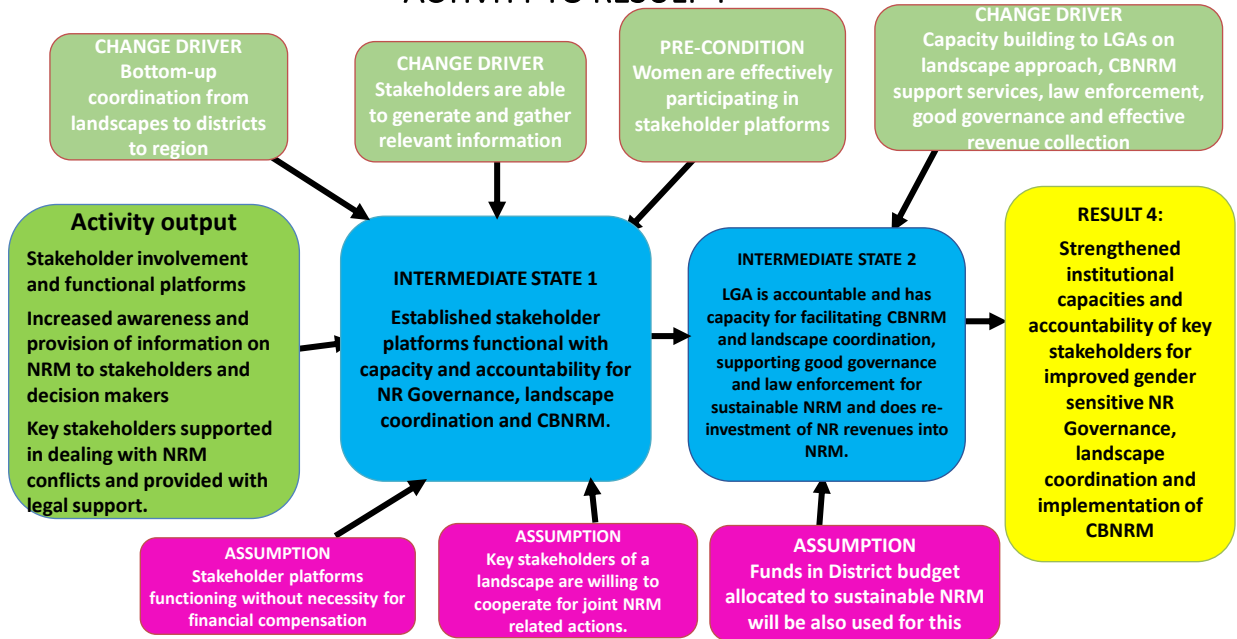
ACTIVITY TO RESULT 3



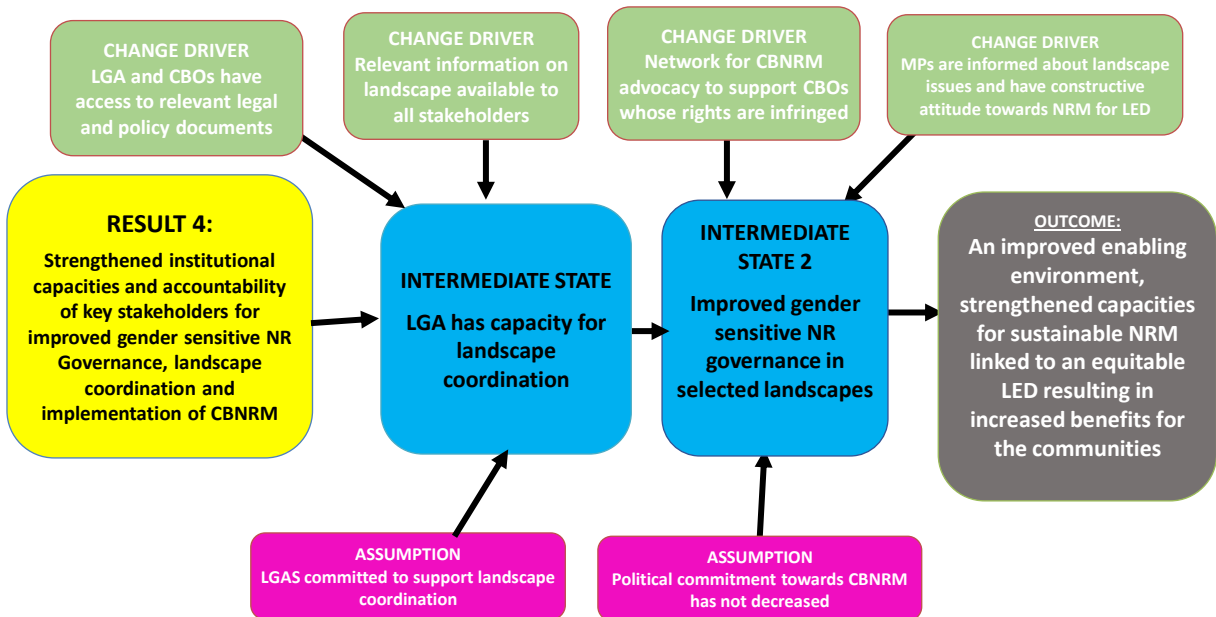
RESULT 3 TO OUTCOME



ACTIVITY TO RESULT 4



RESULT 4 TO OUTCOME



Annex VI: Revised Logical Framework

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region	Overall Objective	Proportion of landscapes restored to their ecological functioning	<ul style="list-style-type: none"> • Kigoma Region Socio-economic Profile chapter on NR; • District Councils' Socio-economic Profile chapter on NR; • Surveys on the use of NR for economic and livelihood development. • Mid Term review Report • Final Evaluation Report 	0%	21%	100%	<ul style="list-style-type: none"> • Political will • Peace and order • Market and human preference for NR product and services exists • Partners to the project will continue providing funding
		Average annual revenue generated by the Local authorities from sustainable use of NR (Shs)	District Council Annual Financial Reports	45,695,359	64,063,656	89,815,511	
		Average annual amount of wood fuel/ timber/charcoal/ harvested (tons)	<ul style="list-style-type: none"> • Kigoma Region Socio-economic Profile chapter on NR; • District Councils' Socio-economic Profile chapter on NR; • District Council' Annual Reports 	5,657.91	6,691.05	7,912.83	
		Number of interventions signed and implemented between private and public sector working on NR	CBNRM impact studies; District situation analysis of NRM	22	27	42	
		Number of self-initiative community groups working on NR issues in the region	<ul style="list-style-type: none"> • Surveys on management capacity and service delivery; • Monitoring reports of district, region and projects; • Mid Term review Report • Final Evaluation Report 	17	21	30	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		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				
		Proportion of people with proper knowledge on the values of NR (% of the population)	CEPA survey	98%	100%	100%	
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.	Specific Objective	Number of service providers working on NRM in the region	<ul style="list-style-type: none"> • Mid Term review Report • Final Evaluation Report 	38	48	48	<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
		Average annual revenue generated by service providers from sustainable use of NR (Tshs)	<ul style="list-style-type: none"> • CBNRM, CBO records • Annual project implementation reports 	723,544	819,121	927,324	
		Proportion of NR service providers with elaborate financial plan (% of service providers in NRM)	<ul style="list-style-type: none"> • Mid Term review Report • Final Evaluation Report 	19%	23%	50%	
		Proportion of NRs service providers with strategic plan and functional management structure (% of service providers in NRM)	<ul style="list-style-type: none"> • Mid Term review Report • Final Evaluation Report 	13%	16%	32%	
		Average annual household income per capita (Tshs)	<ul style="list-style-type: none"> • Mid Term review Report • Final Evaluation Report 	289,385	379,677	429,830	
		Percentage of benefits that are shared among members within village/communities and	<ul style="list-style-type: none"> • Mid Term review Report • Final Evaluation Report • CBNRM, CBO records 	59%	71%	90%	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		across gender (% of HH)					and climate change do not outpace growth of CBNRM institutional capacity.
		Percentage of DDP budget allocated to NRM (% of Total District budget)	DDPs budgets	0.42%	0.51%	1.00%	
A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues	Result 1	The extent to which decision makers utilize generated information at DSS during decision making processes/planning processes at all levels	Village, ward, and district Minutes, memos and report	50%	61%	80%	<ul style="list-style-type: none"> District and Region accept phased approach for landscape selection Community and key stakeholders are willing to participate in jointly formulating activities for more sustainable use of NR for LED LGA involves representatives of different users and women of village in V&DDP LGA responsive to CBNRM needs
		Number of villages/districts integrating activities related to natural resources management and coordination in their village/district development plan Districts (number) Villages (Number)	<ul style="list-style-type: none"> Village/district development plans and report Project progress reports 	0 0	2 8	6 35	
Improved governance and sustainable management of NR by key resource users.	Result 2	Tender/financial reports related to NR publically shared through public notice board	<ul style="list-style-type: none"> Project Information card reports Mid Term review Report Final Evaluation Report 	50%	67%	90%	<ul style="list-style-type: none"> No serious external forces threatening implementation of VLUP Communities are willing to participate in CBNRM
		Proportion of people perceive that election processes for NR related committee meet good governance standards (% of communities)	<ul style="list-style-type: none"> Mid Term review Report Final Evaluation Report 	50%	61%	86%	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		Proportion of CBOs and other institutions working on NR related activities whose annual financial reports are shared to beneficiaries/public	<ul style="list-style-type: none"> Project Information card reports Mid Term review Report Final Evaluation Report 	24%	50%	80%	<ul style="list-style-type: none"> Support of LGA for women having access to land Village government and WEO support by-law enforcement No serious invasion of pastoralist and/or refugees Village government and Ward Executive Officer support by-law enforcement
		Proportion of people/NR users who perceive that corruption is reduced at all decentralized levels	<ul style="list-style-type: none"> Mid Term review Report Final Evaluation Report 	22%	35%	60%	
		Proportion of people/NR users who perceive that local government authorities are accountable and willing to facilitate NRM activities at all levels.	<ul style="list-style-type: none"> Mid Term review Report Final Evaluation Report 	46%	55%	75%	
Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources	Result 3	Average annual quantity of energy sources consumed (data disaggregated by energy source)	<ul style="list-style-type: none"> Evaluation reports 	In various units as indicated in section 3.6.3.3 (a) of the baseline report	7.2% higher than the baseline value for each energy source	12% higher than the baseline value for each energy source	<ul style="list-style-type: none"> State of resources allows sustainable and economically viable harvest LGA supportive of business partnerships (PPP) & Private Sector Development CG and LGA do not raise taxation to a point that it is prohibitive for CBOs to sustain economic activities
		Proportion of people whose per capita income is above \$1.00 per day due to sustainable use of NR value chain	<ul style="list-style-type: none"> Mid Term review Report Final Evaluation Report 	0%	1%	2%	
		Number of business coalition formed among	Project District reports	25	32	60	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		key NR users in the region					<ul style="list-style-type: none"> LGA makes efforts to control illegal trade of NR Illegal and informal trade in NR does not prohibit CBO's economic activities Central Government and LGA are supportive to business activities linked to CBNRM
Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.	Result 4	Proportion of staff trained in conflict management with improved skills on managing NR related conflicts (% of NRM Staff)	Project District reports	0%	2%	5%	<ul style="list-style-type: none"> Stakeholder platforms functioning without necessity for financial compensation Key stakeholders of a landscape are willing to cooperate for joint NRM related actions. Funds in District budget allocated to sustainable NRM will be also used for this LGAs committed to support landscape coordination Political commitment towards CBNRM has not decreased
		Number of landscape coordination meetings implemented	Project District reports	0	4	8	
		Number of gender and governance meeting related to NR issues implemented	Project District reports	0	7	14	
		Number of villages applying by laws on gender and governance during management of NRs	Project District reports	17	22	35	

Activities							
Develop DSS system for NRM and build capacity in its use.	Activity 1.1	Number of districts with DSS in place and used effectively Number of district staff and other users trained on the use of DSS	<ul style="list-style-type: none"> District reports on activities; NRM included in V/DD-Plans. 				<ul style="list-style-type: none"> 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.
		Number of villages in selected landscapes with NR priorities in O&OD processes	VDPs Project progress reports				
		Proportion of villages use adapted PMO RALG AFM manual (disaggregated by district)	Project District reports				
Undertake situation analysis and baseline survey to select priority NRM-LED Landscapes	Activity 1.2	Baseline and situational analysis report available on time	Baseline and Situational Analysis Reports				
		Proportion of landscapes selected based on established criteria for selection of priority NRM-LED	Project progress report				
Mainstreaming of key NRM issues in decentralized planning	Activity 1.3	Number of villages in selected landscapes using O&OD Toolkit for NRM during VDP	Adapted O&OD Toolkit, Training reports, VDPs and DDPs. Project progress report				
		Number of Districts in selected landscapes using O&OD Toolkit for NRM during DDP	Project progress report				
		Number of service providers trained on the use of O&OD toolkit	<ul style="list-style-type: none"> Training reports, Project progress report 				
		Proportion of villages with NRM issues included in the	<ul style="list-style-type: none"> Project Progress reports VDPs/DDPs 				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		3 years strategic plans for VDP and DDP					
Regular M&E, information gathering and analysis of evidence in NRM management is feeding planning processes	Activity 1.4	Number of districts with functional M&E system/framework	Project Progress reports				
		Number of reports the R and LGA produce that relates to economic value of NRs	Regional and District progress reports				
		Availability of strategic economic assessment of NR focusing on CBNRM	Project Progress reports				
		Number of LGA whose DDP use generated factual data on NR to reflect planning process	Project Progress reports				
		Number of decisions in district council meetings based on factual data/information on NR.	Project Progress reports				
Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUPs	Activity 2.1	Number of service providers trained on the use of adapted VLUP toolkit for NRM	<ul style="list-style-type: none"> VLUP NRM toolkit, VLUPs District reports Project progress reports, Training 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. More transparent governance processes
		Effectiveness of participation of village groups (including women and vulnerable groups) in VLUP	Project Progress reports				
		Proportion of women representation in decision making on NRM	Project Progress reports				
		Number of villages with	<ul style="list-style-type: none"> Project Progress reports 				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		VLUPs approved by Village assembly	<ul style="list-style-type: none"> District reports 				allowing better dealing with external influences.
		Proportion of VLUP approved at the LGA	<ul style="list-style-type: none"> Project Progress reports District reports 				
		Proportion of VLUP approved at the Central level	<ul style="list-style-type: none"> Regional reports Project Progress reports District reports 				
		Proportion of VLUPs that are implemented	<ul style="list-style-type: none"> Project Progress reports District reports 				
Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for NRM CBOs	Activity 2.2	CBNRM sector Toolkit adapted for Kigoma	<ul style="list-style-type: none"> District progress reports; CBNRM progress reports 				
		Number of institutions/organizations using CBNRM toolkit in their activities	<ul style="list-style-type: none"> CBNRM progress reports Project Progress reports 				
		Number of key staff and service providers trained in the use of CBNRM toolkit	<ul style="list-style-type: none"> CBNRM progress reports Project Progress reports Training reports 				
		Number of CBNRM initiatives with approved user rights	<ul style="list-style-type: none"> CBNRM progress reports Project Progress reports CBNRM user rights certificates 				
Develop capacity for improved governance and conflict management for village and user groups	Activity 2.3	Number of villages/institutions/organizations trained in governance and conflict management	<ul style="list-style-type: none"> Training reports CBNRM progress reports Project Progress reports 				
		Reviewed by laws reflecting women and vulnerable groups' rights	<ul style="list-style-type: none"> Project Progress reports Reviewed Village by laws 				
		Number of villages where NR related by-laws are implemented	Project Progress reports				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		Proportion of NR related conflicts that have been resolved in timely manner	Project Progress reports				
		Recurrence of similar conflicts reduced	Project Progress reports				
Improve opportunities for generating revenue from sustainable harvesting and use of NR.	Activity 3.1	Number of CBOs supported to make business plans based on identified opportunities within NR linked value chain analysis	<ul style="list-style-type: none"> • Business Plans of CBOs; • Project progress report; • Techno-economic Packages 				Status of natural resources allows sustainable and financially viable harvesting or value added trade/business.
		Number of joint ventures developed along value chain	Project Progress reports				Taxation and fees on value chain does not become excessive, affecting economic viability to marginal users.
		Number of improved NRM techno-economic solutions (improved charcoal, modern beehives, timber processing etc.) used.	<ul style="list-style-type: none"> • Project Progress reports • Techno-economic Packages 				Sufficient trust can be created for 'win-win' partnerships
		Amount of revenue generated by CBO/CBNRM	<ul style="list-style-type: none"> • Service providers' reports • Project progress report; 				
Improve access to financial services for NRM related enterprise activities through improved capacity of SACCOS	Activity 3.2	Number of CBOs/CBNRM trained in financial management	<ul style="list-style-type: none"> • Training reports • Project Progress reports 				
		Number of service providers with appropriate financial management system for NR related activities (by districts)	<ul style="list-style-type: none"> • Service providers' progress reports • Project Progress reports 				
		Number of groups that obtained loans related to sustainable use of NR through supported	<ul style="list-style-type: none"> • Project Progress reports • Reports of the SACCOS/VICOBA/Microfinance 				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		SACCOS/VICOBA/Microfinance					
		Value of loans related to sustainable use of NR obtained through supported SACCOS/VICOBA/Microfinance	<ul style="list-style-type: none"> Project Progress reports Reports of the SACCOS/VICOBA/Microfinance 				
Support partnerships between users, transformers, traders and corporate private sector	Activity 3.3	Number of agreement/contracts established between CBOs and Private sector/Buyers	<ul style="list-style-type: none"> Service providers' progress reports Project Progress reports Signed agreements 				
		Financial status of CBOs improved as result of contracts	<ul style="list-style-type: none"> Service providers' financial reports 				
		Livelihood of CBOs members improved as result of contracts	<ul style="list-style-type: none"> Mid term review Final Project Evaluation 				
Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and accountability for NR governance, landscape coordination and CBNRM.	Activity 4.1	Stakeholder coordination platforms and processes at LGA and user level established and operational	<ul style="list-style-type: none"> Project Progress reports Minutes of meetings stakeholder coordination platforms 				<p>All key stakeholders can be convinced for collaboration among each other and making compromises to be respected on NRM for LED</p> <p>Central and LGA are willing to review policies and adapt regulations on the basis of relevant cases and learning lessons;</p> <p>LGAs are willing and able to</p>
		Number of partnerships processes established between CBNRM, CBOs and NGOs and service providers	<ul style="list-style-type: none"> Project Progress reports Signed agreements 				
		Number of successful joint activities as a result of partnerships and	<ul style="list-style-type: none"> Project Progress reports Service providers' progress reports 				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		networking					enforce NRM laws in support of CBNRM rights.
Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and local residents	Activity 4.2	Number of outreach materials and public awareness campaigns implemented	<ul style="list-style-type: none"> • Project Progress reports • Materials produced 				
		Proportion of key stakeholders in target areas who are well informed on the importance and value of sustainable NR	<ul style="list-style-type: none"> • Mid term review • Final Project Evaluation 				
Support key stakeholders in dealing with NRM complaints, conflicts and legal support	Activity 4.3	Proportion of key stakeholders with knowledge on processes and legislation regarding to NRM related issues	<ul style="list-style-type: none"> • CEPA surveys • Project Progress reports • Mid term review Final Project Evaluation 				

Annex VII: Project Logic for NLED

NB: All bolded indicators are for the Indicator Tracking Table (ITT)

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
Recruitment	Number of staff recruited and percentage adherence to the TFF Actual Cost (Euro) against budget	1.1 Develop DSS system for NRM and build capacity in its use	Number of districts with DSS in place and used effectively Number of district staff and other users trained on the use of DSS	1. A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues	The extent to which decision makers utilize generated information at DSS during decision making processes/planning processes at all levels	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.	Number of service providers working on NRM in the region	To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region	Proportion of landscapes restored to their ecological functioning
Procurement of motor vehicles and equipment	Percentage adherence to the TFF Actual Cost (Euro) against budget		Number of villages in selected landscapes with NR priorities in O&OD processes		Number of villages/districts integrating activities related to landscape management and coordination in their village/district development plan				

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
					Districts (number) Villages (Number)				
Design of the Project Implementation Manual (PIM)	Percentage adherence to the TFF Actual Cost (Euro) against budget		Proportion of villages use adapted PMO RALG AFM manual (disaggregated by district)	2. Improved governance and sustainable management of NR by key resource users	Tender/financial reports related to NR publicly shared through public notice board		Proportion of NR service providers with elaborate financial plan (% of service providers in NRM)		Average annual amount of wood fuel/timber/charcoal/harvested (tons)
		1.2 Undertake situation analysis and baseline survey to select priority NRM-LED Landscapes	Baseline and situational analysis report available on time		Proportion of people perceive that election processes for NR related committee meet good governance standards (% of communities)		Proportion of NRs service providers with strategic plan and functional management structure (% of service providers in NRM)		
			Proportion of landscapes selected based on established criteria for selection of priority NRM-LED		Proportion of CBOs and other institutions working on NR related		Average annual household income per capita (Tshs)		

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
					activities whose annual financial reports are shared to beneficiaries/public				
		1.3 Mainstreaming of key NRM issues in decentralized planning	Number of villages in selected landscapes using O&OD Toolkit for NRM during VDP		Proportion of people/NR users who perceive that corruption is reduced at all decentralized levels		Percentage of benefits that are shared among members within village/communities and across gender (% of HH)		Number of interventions signed and implemented between private and public sector working on NR
			Number of Districts in selected landscapes using O&OD Toolkit for NRM during DDP		Proportion of people/NR users who perceive that local government authorities are accountable and willing to facilitate NRM activities at all levels.		Percentage of DDP budget allocated to NRM (% of Total District budget)		Number of self-initiative community groups working on NR issues in the region
			Number of service providers trained on the use of O&OD toolkit	3. Key resource users, transformers and traders of	Average annual quantity of energy consumed (data				Awareness of importance of sustainable use of NR

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
				NR derive sustainable and equitable benefits from natural resources	disaggregated by energy source)				for LED of key-stakeholders , political leaders and decision makers at all levels
			Proportion of villages with NRM issues included in the 3 years strategic plans for VDP and DDP		Proportion of people whose per capita income is above \$1.00 per day due to use of NR value chain				Proportion of people with proper knowledge on the values of NR (% of the population)
		1.4 Regular M&E, information gathering and analysis of evidence in NRM management is feeding planning processes	Number of districts with functional M&E system/framework		Number of business coalition formed among key NR users in the region				
			Number of reports the R and LGA produce that relates to economic value of NRs	4. Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural	Number of staff trained in conflict management with improved skills on managing NR related conflicts (% of NRM Staff)				
			Availability of strategic economic assessment of NR focusing on CBNRM		Members of land village councils trained on				

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
				resources	conflict management				
			Number of LGA whose DDP use generated factual data on NR to reflect planning process		Number of landscape stakeholders meetings implemented				
			Number of decisions in district council meetings based on factual data/information on NR.		Number of gender and governance meeting related to NR issues conducted				
		2.1 Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of	Number of service providers trained on the use of adapted VLUP toolkit for NRM		Number of villages enforcing by laws on NR				
			Effectiveness of participation of village groups (including women and vulnerable groups) in VLUP						
			Proportion of women representation in decision making on NRM						
			Number of villages with VLUPs approved by Village assembly						
			Proportion of VLUP approved at the LGA						
			Proportion of VLUP approved at the Central level						
			Proportion of VLUPs that are implemented						

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
		VLUPs							
		2.2 Capacity building and implementation of 6 step process of CBNRM including facilitation of approval process for NRM CBOs	CBNRM sector Toolkit adapted for Kigoma						
	Number of institutions/organizations using CBNRM toolkit in their activities								
	Number of key staff and service providers trained in the use of CBNRM toolkit								
	Number of CBNRM initiatives with approved user rights								
		2.3 Develop capacity for improved governance and conflict management for village and user	Number of villages/institutions/organizations trained in governance and conflict management						
			Reviewed by laws reflecting women and vulnerable groups' rights						
			Number of villages where NR related by-laws are implemented						
			Proportion of NR related conflicts that						

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
		groups	have been resolved in timely manner						
		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						
			Number of joint ventures developed along value chain						
			Number of improved NRM techno-economic solutions (improved charcoal, modern beehives, timber processing etc.) used.						
			Amount of revenue generated by CBO/CBNRM						
		3.2 Improve access to financial services for NRM related enterprise activities through improved	Number of CBOs/CBNRM trained in financial management						
			Number of service providers with appropriate financial management system for NR related activities (by districts)						
			Number of groups that obtained loans related to sustainable use of NR through supported SACCOS/VICOBA/Microfinance						

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
		capacity of SACCO S	Value of loans related to sustainable use of NR obtained through supported SACCOS/VICOBA/Microfinance						
		3.3 Support partnerships between users, transformers, traders and corporate private sector	Number of agreement/contracts established between CBOs and Private sector/Buyers						
			Financial status of CBOs improved as result of contracts						
			Livelihood of CBOs members improved as result of contracts						
		4.1 Strengthen Stakeholder involvement and establish functional stakeholder platforms with capacity and	Stakeholder coordination platforms and processes at LGA and user level established and operational						
			Number of partnerships processes established between CBNRM, CBOs and NGOs and service providers						
			Number of successful joint activities as a result of partnerships and networking						

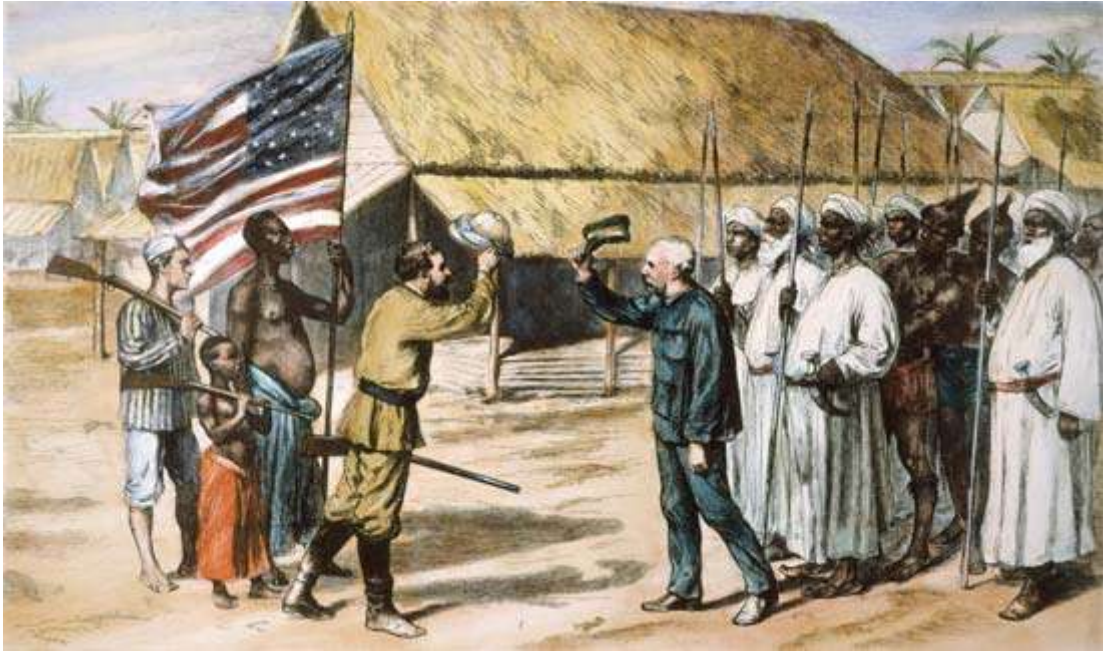
PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
		accountability for NR governance, landscape coordination and CBNRM							
		4.2 Increase awareness and provide relevant information on NRM governance and management to key stakeholders, decision makers and local residents	Number of outreach materials and public awareness campaigns implemented						
			Proportion of key stakeholders in target areas who are well informed on the importance and value of sustainable NR						
		4.3 Support key	Proportion of key stakeholders with knowledge on						

PROCESS/INVESTMENT		OUTPUTS/ACTIVITIES		OUTCOMES/RESULTS		OBJECTIVES (SPECIFIC OBJECTIVE)		IMPACT (OVERALL OBJECTIVE)	
Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators	Changes	Indicators
		stakeholders in dealing with NRM complaints, conflicts and legal support	processes and legislation regarding to NRM related issues						

Annex VIII: Indicator Tracking Table (ITT) Template for NRM-LED
Project Period: Six (6) years - March 2014 to February 2020

Indicator Level	Change Description	Indicator	Baseline Value	Intermediate Value	Target Value	2015										2016	2017	2018	2019	2020	Project Cumulative Performance	As % of Target Value	
						Q1	As % of Target	Q2	As % of Target	Q3	As % of Target	Q4	As % of Target	Year Cumulative	As % of Intermediate Value								As % of Target Value
Process/ Investment	Recruitment	Number of staff recruited and percentage adherence to the TFF																					
		Actual Cost (Euro) against budget																					
	Procurement of motor vehicles and equipment	Percentage adherence to the TFF																					
		Actual Cost (Euro) against budget																					
Design of the Project Implementation Manual (PIM)	Percentage adherence to the TFF																						
	Actual Cost (Euro) against budget																						
Outputs/ Activities	1.1 Develop DSS system for NRM and build capacity in its use	Number of districts with DSS in place and used effectively																					
		Number of district staff and other users trained on the use of DSS																					
		Number of villages in selected landscapes with NR priorities in O&OD processes																					
		Proportion of villages use adapted PMO RALG AFM manual (disaggregated by district)																					
1.2 Undertake situation analysis and baseline survey to select priority NRM-LED Landscapes	Baseline and situational analysis report available on time																						
	Proportion of landscapes selected based on established criteria for selection of priority NRM-LED																						
1.3 Mainstreaming of key NRM issues in decentralized planning	Number of villages in selected landscapes using O&OD Toolkit for NRM during VDP																						
	Number of Districts in selected landscapes using O&OD Toolkit for NRM during DDP																						

Indicator Level	Change Description	Indicator	Baseline Value	Intermediate Value	Target Value	2015										2016	2017	2018	2019	2020	Project Cumulative Performance	As % of Target Value						
						Q1	As % of Target	Q2	As % of Target	Q3	As % of Target	Q4	As % of Target	Year Cumulative	As % of Intermediate Value								As % of Target Value	As in 2015	As in 2015	As in 2015	As in 2015	As in 2015
		Number of service providers trained on the use of O&OD toolkit																										
		Proportion of villages with NRM issues included in the 3 years strategic plans for VDP and DDP																										
	1.4 Regular M&E, information gathering and analysis of evidence in NRM management is feeding planning processes	Number of districts with functional M&E system/framework																										
		Number of reports the R and LGA produce that relates to economic value of NRs																										
		Availability of strategic economic assessment of NR focusing on CBNRM																										
		Number of LGA whose DDP use generated factual data on NR to reflect planning process																										
		Number of decisions in district council meetings based on factual data/information on NR.																										
	2.1 Capacity building and implementation of VLUP for improved governance and sustainable management of NR including facilitation of VLUPs	Number of service providers trained on the use of adapted VLUP toolkit for NRM																										
		Effectiveness of participation of village groups (including women and vulnerable groups) in VLUP																										
		Proportion of women representation in decision making on NRM																										
		Number of villages with VLUPs approved by Village assembly																										
		Proportion of VLUP approved at the LGA																										
	2.2 Capacity building and implementation of 6 step process of CBNRM including facilitation of approval	Proportion of VLUP approved at the Central level																										
		Proportion of VLUPs that are implemented																										
		CBNRM sector Toolkit adapted for Kigoma																										
		Number of institutions/organizations using CBNRM toolkit in their activities																										
		Number of key staff and service providers trained in the use of CBNRM toolkit																										



Stanley meeting Livingstone in Kigoma, 1871