



**MINISTRY OF NATURAL
RESOURCES AND TOURISM**

**KIGOMA REGIONAL
SECRETARIAT**

RESULTS REPORT 2018

**NATURAL RESOURCES MANAGEMENT
FOR LOCAL ECONOMIC DEVELOPMENT
TAN 13 029 11**

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Acronyms

AFO	Administration and Financial Officer
BTC	Belgian Development Agency
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organisation
CCRO	Certificate of Customary Rights of Occupancy
CEPA	Communication, Education and Public Awareness
DFT	District Facilitation Team
DSS	Decision Support System
DTA	District Technical Advisor
FBD	Forestry and Beekeeping Division [of MNRT]
ITA	Internationally recruited Technical Advisor
JGI	Jane Goodall Institute
JLPC	Joint Local Partner Committee
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MNRT	Ministry of Natural Resources and Tourism
MOF	Ministry of Finance
NGO	Non-governmental Organisation
NPC	National Project Coordinator
NR	Natural Resources
NRM	Natural Resources Management
NRM-LED/ NRM4LED	Natural Resources Management for Local Economic Development
NTA	Nationally recruited Technical Advisor
PIU	Project Implementation Unit
PMO-RALG	Prime Minister's Office for Regional Administration and Local Government (up to January 2016)
PO-RALG	President's Office – Regional Administration and Local Government
RAS	Regional Administrative Secretary
RFT	Regional Facilitation Team
RNRO	Regional Natural Resources Officer
RS	Regional Secretariat
SACCOS	Savings and Credit Cooperative Society
TFF	Technical and Financial File (Project Document)
TOC	Theory of Change
VICOBA	Village Community Bank
VLUM C	Village Land Use Management Committee
VNRC	Village Natural Resources Committee

1 Intervention at a glance (max. 2 pages)

1.1 Intervention form

Intervention title	Natural Resources Management for Local Economic Development in Kigoma Region (NRM-LED)
Intervention code	TAN 13 029 11
Location	Kigoma Region
Total budget	Belgian contribution Euro 5,000,000 ¹ Tanzanian contribution Euro 453,500
Partner Institution	Ministry of Natural Resources and Tourism Implementing institution Regional Secretariat Kigoma
Start date Specific Agreement	13 th March 2014
Date intervention start /Opening steering committee	September 2014
Planned end date of execution period	February 2020 ²
End date Specific Agreement	12 March 2021
Target groups	Communities involved in natural resources management in selected landscapes in Kigoma Region, local government authorities in the selected landscapes and all 6 district councils.
Impact³ (Overall Objective)	To ensure that ecosystem resilience is maintained to sustainably provide socio-economic and environmental benefits to local communities in Kigoma Region
Outcome (Specific Objective)	An improved enabling environment and strengthened capacities for sustainable management of NR linked to an equitable Local Economic Development result in increased benefits for the communities of selected landscapes in Kigoma Region
Outputs (Results)	<ol style="list-style-type: none"> 1. A Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues. 2. Improved governance and sustainable management of NR by local institutions and key resource users. 3. Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources. 4. Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM
Year covered by the report	2018

¹ In view of underspending during the first two years and a general budget ceiling adjustment for BTC Tanzania the overall budget for NRMLLED was adjusted to € 5,000,000 in August 2017

² A request for a 6 month extension was approved by the JLPC in October 2018. Follow up is currently underway for approval by the Tanzanian respective authorities and Enabel RR and HQ

³ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

1.2 Budget execution.

Budget⁴

	Budget €	Expenditure €		Balance €	Disbursement rate at the end of year n
		Previous years	Year covered by report (2018)		
Total	5,000,000	2,822,420	850,970	1,390,090	72%
Result 1	194,236	107,766	29,913	56,558	71%
Result 2	820,856	430,987	143,451	246,418	70%
Result 3	369,440	81,596	36,266	251,580	32%
Result 4	325,610	189,668	56,133	79,809	75%
Technical Expertise	1,739,850	1.066,806	316,299	356,745	79%
General Means	1,465,530	945,611	205,464	314,446	79%
Budget Reserve	84,485	0	0	84,485	0%

The budget execution during 2018 was jeopardized by a cash flow problem of Enabel. In May 2018 a directive was given to all country programs to implement a cash flow restriction of around 20%. After balancing all Tanzania projects, NRM-LED had to deal with a cash-flow restriction of €250,000 on the 2018 budget. Because not much savings could be made on the fixed cost (Category B and Z: staff cost, vehicle maintenance etc.) most savings had to be made on the activity budget (Category A) implying a reduction of nearly 50%. Also because the first two quarters budget implementation was on track, the reduction weighed heavy on the implementation of the last two quarters. Sharp priorities for implementation of activities were agreed and operational expenditure had to be reduced to maintain a balance with expenditure on activities (results).

In October 2018 a budget review was approved by the 8th JLPC in order to adapt to an overall project budget reduction from 6 to 5 million Euro. This reduction was announced mid 2017 but still required an “exchange of letters” to formalize. The review was also used to balance the budget. After a proportional reduction of 17% on all budget categories, the budget surplus on Technical Expertise that emerged was used to compensate the emerging budget deficits of the Results (especially result 1 and 4) and of General Means (vehicle maintenance). The balance between results (A) and overhead cost (B and Z) was not affected.

Because the delays caused by cash flow restrictions and in view of the budget balance foreseen for 2019, a proposal for a 6 month extension of the project implementation period was presented to the 8th JLPC. The main motivation was that more time was required to consolidate the results 2 and 3.

Within the reviewed budget the overall exhaustion rate is 72% at the end of the fourth year of implementation. This indicates a relative under-expenditure. If analysing the different budget categories, budget depletion is balanced now, with still 28% of the 5 year budget available for the last year of implementation.

The expenditure on General Means and Technical Expertise are in line with the budget reservation. There is however some imbalance in the result-related budget depletion, especially on result 3 (sustainable benefits). This will be compensated in 2019 when two new projects to support local economic development are launched, the Mini-Projects Co-

⁴ In September 2018 the budget reduction of 6 to 5 million euro was made official and accepted by the JLPC in October 2018. At the same time a budget review was carried out to accommodate the 6 month extension. This reviewed budget was approved by the JLPC at the same time.

Funding and the Business Plan Competition.

It is foreseen that in 2019 the project budget will be in line with the projections of the financial plan that has been prepared.

1.3 Self-assessment performance

The self-assessment performance for the 2018 Result Report is based on data generated by a reviewed M&E system that was introduced in the first half of 2018 under the leadership of the newly contracted NTA M&E. After concluding that the M&E system that was in use was based on quantitative indicators that were very hard to verify we opted for a more qualitative approach. The new M&E toolbox consist of (quantitative) result oriented activity monitoring and (qualitative) surveys carried out with beneficiaries and with Local Government Authorities. These findings were supported by a best practices assessment and a 'reality check' carried out by the PIU.

Relevance

	Performance
Relevance	A

The MTR concluded that NRM-LED is fully relevant in view of the natural environment in Kigoma Region and the opportunities to develop income generation in the beekeeping and other sectors. The combination of NRM with LED is equally relevant because of its positive impact on livelihoods and constitutes a supplementary argument for protection and conservation of natural resources.

The surveys and the best practices analysis realized in 2018, confirmed the MTR findings that villagers very much appreciate the support that they received from the project for increasing their control and management of natural resources, including the participation of women in these processes. The villagers give testimony that because of the VLUP and VLFR, land-use conflicts within the villages are diminishing but have not been an answer to resolve conflicts with 'outsiders'. In communities with large, recently established VLFR the encroachment was already existing and the 'new' by-laws therefore difficult to implement.

The support to the IGA at village level responds to a need to improve the viability and earnings of these economic activities and enhance access to new markets in collaboration with new business partners. This result is judged as not much advanced.

The relevance of the project was highlighted when in 2018 serious land use conflicts emerged close to the project areas. This triggered the visits of several high level government missions and it was recommended to urgently scale up the land-use planning as an important tool to clarify land use patterns and avoid conflict.

The project is in line with the Belgium and Enabel development policies, supporting the SDG and promoting rural development with emphasis on management of natural resources, local economic development, sustainable agriculture and safe drinking water.

1.3.1 Effectiveness

	Performance
Effectiveness	B

The budget restrictions in 2018 forced the project to focus on the consolidation of result 2 while activity planning for the other results had to be reviewed and some to be put on the 'backburner'.

The MTR review of the effectiveness of the NRM4LED project is still valid: the implementation of the village level processes based on the O&OD and six step-CBNRM methodologies (result 2) are seen as effective since functioning governance structures (VLUM Committees, Village Natural Resource Committees, Beach Management Units) are installed and consolidated. In all villages by-laws have now been approved for Land Use Plans (24 out of 24), for Village Land Forest Reserves (24 out of 33) and Beach Management Units (6 out of 8). It is foreseen that during the first half of 2019 all VLUP and BMU will be registered at zonal level. The VLFR are official when recognized by the District Councils and can only be gazetted after three years of successful implementation of the management plan. This is beyond the timeframe of the project.

Effectiveness on result 3 improved when capacity building at grassroots level was boosted during the year under review and when a strategy for community investments was approved by the JLPC as part of a six month extension proposal. The extension will make it possible to have a full year of implementation in 2019 and is targeting to accelerate the activities on economic development. A plan to capitalise the IGA groups and to promote the involvement of SME was set up during the last quarter of 2018 and will be launched at the beginning of 2019.

The projected 'landscape approach' is still not materializing. The structure of the government administration, inadequate knowledge on the concept with the regional and district leaders as well as the promotional capacity of the NRM-LED PIU are limiting factors.

The effectiveness on Result 1: Limited effectiveness.

It is not guaranteed that the project will be able to set up and roll out a Decision Support System (DSS) but it is foreseen to provide the LGA with a 'Guide for Decision Makers'.

During 2018 the working group of Regional Officers met to work out a strategy for the development of the DSS, based on findings of the 'study on economic valuation of natural resources and ecosystem services'. A two-step approach was agreed. It is planned in 2019 to first formulate and test a 'guide for decision makers' on the valuation of NR. After evaluating the experiences with the guide it will be decided if and how to develop a support system based on data management.

Also the M&E system was reviewed which resulted in the application of new tools that give a more consolidated image of the progress made: Surveys, mini-surveys, best practices assessment, reality checks and qualitative quarterly reporting. The adjustment of the M&E toolbox resulted in more result oriented monitoring. Also the quality of the quarterly progress reports from the DFT increased significantly after introducing a new format of the MT04 monitoring sheets.

The project has difficulties with obtaining data from the LGA to monitor revenue from and expenditure on Natural Resources Management.

Result 2: Effective.

The MTR concluded that governance structures have been established for lands (VLUM), forestry (VNRC), and fisheries (BMU or Fisheries Groups) and these have been trained on good governance, gender issues, CBNRM steps and conflict resolution.

Based on the newly developed monitoring tools, the project managed to get a clear overview of the progress on VLUP, VLFR and BMU planning and consolidation process by measuring progress on every step as prescribed in the guidelines. For every landscape progress was visualised. (see figure 1)

Village	PLUM, VLUMC, VLC	Data Collection	Community Action Plan	Resource Map	Existing & Proposed LU	Draft LUP And Bylaws	Village Assembly Minutes	Endorsed at WDC	Approved at DC	Demarcation of LU Started	Minutes Available at DC	Certified LUP Available at VC, DC&RA
Kitanga												
Kiyungwe												
Heru-Ushingo												
Kigadye												
Mugera												
Kajana												
Katundu												

Figure 1: Advances on VLUP in Kitanga Mugera Landscape in September 2018

Final Approval by District Councils of all 24 VLUP was completed by the end of 2018 and a review on the correctness of the VLUP was started by the Regional Facilitation Team as a last step before forwarding to the zonal commissioner for lands to be registered.

The MTR recommendation to concentrate on the reinforcement of the village and landscape governance structures and to focus on the training of village facilitators and para-professionals was further rolled out in 2018 through a training program directed at 73 identified paraprofessionals in different skills groups. Due to the budget restrictions that became stringent as of the third quarter in 2018 these activities were scaled down. They are planned to be taken up again in 2019

The roll out of the training program on “Governance of NR and Conflict resolution” was continued during 2018 by targeting the ward and village executives. This was scaled down in the third quarter due to the cash flow restrictions. The remaining capacity building is now planned for 2019.

The progress on the establishment of the 33 VLFR is also well underway with 24 management plans approved by the end of 2018. It is foreseen that most of the planned VLFR will be finalized during 2019.

All BMU are now established and are to be registered with the Director of Fisheries in Dodoma. This is foreseen to take place in March 2019. Further strengthening of BMU governance was achieved by establishing APEX – Associations for both Lake Tanganyika and Nyamagoma –Sagara landscapes.

Result 3: Improving Effectiveness.

The MTR conclusion of insufficient progress on result 3 was challenged in 2018. An initial boost was given to the LED component by contracting a new NTA and with the active involvement of the new Co-Manager in October 2017. However, the budget restriction during the second half of the year under review limited the advance on the LED component.

A training on business development was given to all DFT members and several IGA groups were trained on value addition (Honey and Fisheries). Small investments were made in materials (beekeeping) and equipment (fish smoking and fish ponds) in various villages. A regional workshop to identify a financial services partner did not result in feasible solutions to start a micro grant program directed at CBO and IGA in the landscapes. Two planned activities (Business Plan Competition and Micro Project Co-Funding) had to be postponed because of the cash-flow restrictions. During the second half of 2018 these activities were worked-out in detail and have started up at the beginning of 2019.

It will however be a challenge for the project to meet the expectations of the TFF. The business context of NRM related products is still embryonic (e.g. VLFR, honey for export markets), depends on state monopolies (e.g. timber) or lack a level playing field (e.g. charcoal). Also the entrepreneurial opportunities for SME's are insufficiently supported by tailor made financial services.

Result 4: Improving Effectiveness.

The stakeholder involvement is well on track but the development and implementation of a CEPA strategy is still lagging behind.

During 2018 only one stakeholder meeting at landscape, district and regional level were held because of the budget restrictions. It was decided to integrate the landscape and district meetings as of 2019. A work plan for July-December 2018 was prepared with a guideline for prioritizing. This was picked up well by the DFT and a smooth planning process took place. In December 2018 the preparation of the 2019 (final) work-plan was started. This plan will be presented to the district and regional stakeholder meetings in February 2019. Although the budget restrictions and the decision for a half year extension did imply a certain discontinuity with the GOT budget cycle planning process (July-June), this did not affect the quality of the planning process. DFT and DTA are now well capable of presenting focussed work-plans.

During the recruitment for a CEPA-NTA towards the end of 2017, there was no senior professional under the candidates that applied and the project management decided to hire a young journalist with expectations that he has potential for 'trainability'. No CEPA strategy could be developed and a more hands on approach was chosen resulting e.g. in a series of snap-shot articles that were published on the project's Facebook page, the production of news items that were presented at the ITV daily news, support to training activities and organizing interviews for the surveys. Some CEPA activities were delegated to the DFT and e.g. a technical committee was set up in Kigoma and Uvinza to prepare a 'popular version' of the VLUP and BMU plans, as a pilot to scale up to other districts.

1.3.2 Efficiency

	Performance
Efficiency	C

The MTR concluded that efficiency of the NRM4LED is considered to be weak because of the delay in the project start-up phase and the delays in the implementation of R3/LED.

The MTR observed that training of trainers organised by the PIU reached relevant district and regional staff on topics that were relevant for the activities and processes that they would later facilitate at village level. Some of these trainings (e.g. gender and NR) were however too short to really capacitate the DFT and no training materials or follow-up were provided.

Not all of the MTR views were shared by the project stakeholders. The implementation of the project through the Local Government Authorities is having advantages of cost efficiency that are overlooked, especially considering the intrinsic high staffing demand for participatory CBNRM processes on which the project is based.

At the start of 2018 an analysis of the NRM-LED annual plans disclosed several efficiency issues to be addressed and the management took measures to improve performance. The 6 step CBNRM approach is intensive in the use of human resources and the cost of extensive field work is considerable. Some elements of the bottom up planning process were integrated reducing overhead cost, the management of cash by district officials was better regulated reducing outstanding advances, the reporting system improved getting a

better overview of advances, vehicle operations streamlined and staffing cost were reduced. Reporting by the DFT improved after new monitoring tools were introduced.

Despite having improved the efficiency over the year under review, the project will not be able to compensate the delays during the first years of the project. Some planned results will only be partially achieved. It can also be argued that the project design was too ambitious and at a certain point not realistic concerning the implementation capacity of the LGA. If more time was given to reach the results agreed in the TFF, the efficiency score could have been on track.

1.3.3 Potential sustainability

	Performance
Potential sustainability	B

The MTR concluded that NRM4LED has launched ambitious processes for NRM and LED in a region which is relatively isolated, having little experience with community development and little expertise on economic development. As such, the duration of the project i.e. 60 months is too short to reach and sustain all expected outcomes/results.

The VLUP process is now nearly completed, the BMU's installed and most of the VLFR established. Still the sustainability at village level is not yet guaranteed since many villages have not yet started implementation of e.g. the forest management plans. In addition, the capacity of the village level committees to implement these plans in a transparent way still needs to be strengthened. The 6 month extension that was agreed by the JLPC in October 2018 will enhance the consolidation of governance of NR at village level.

In view of the limited financial and human resources at district level, there is no guarantee that the districts will continue to provide the same support to villages after the project has phased out. With the village NRM governance structures in place and prepared for their roles and responsibilities this can be mitigated with less intensive (and less costly) follow up.

1.4 Conclusions

The project is still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments and is highly relevant to the needs of target group. The intervention logic is adequate and in 2018 some improvements were made regarding hierarchy of objectives, indicators, risk and assumptions. The transition from BTC to Enabel which started late 2017 did not affect the implementation framework as agreed and did not influence the operational performance negatively.

With the last year of implementation in view, it may not be possible that the project will fully achieve all of the planned results. However with the 6 month extension granted by the JLPC the achievements under result 2 and 3 can at least be consolidated.

A framework to promote investments of district budgets in Natural Resource Management has not been put in place so far. It is foreseen to have developed a guideline for LGA investments by the end of the project. A Decision Support System based on consistent and purposeful monitoring of a fixed set of indicators for district investments seems a bridge too far.

The governance of natural resources in the 24 villages of the 6 landscapes is now definitely taking shape. The establishment of 24 VLUP and 6 BMU is completed and its governance structures are in place. None of them have however been registered by the corresponding zonal and national authorities. This has been made a priority for the 2019 work-plan. 24 out of the 33 planned VLFR have now been approved with a management plan by the District Councils and the establishment of most of the remaining is well underway. The planning of Itebula VLFR (10.000 ha.) was abandoned because of severe encroachment.

The respective governance structures (VLUM, VNRC and BMU) are starting to perform their duties with regard to the governance of the village lands brought under CBNRM. (approx. 200,000 ha. providing livelihoods to 43,000 families). These duties are however not yet fully recognized by villagers and outsiders since the official handing over of the by-laws by the LGA has not taken place in the majority of the villages concerned. Also this has been prioritized in the work-plan of the final year of the project.

The surveys held in 4 out of the 6 districts indicate that the land use plans have significantly reduced internal conflicts over the natural resources at village level. People no longer practice agriculture in grazing areas or herd livestock in agricultural areas while charcoal burning is restricted to the VLFR. However, the conflicts caused by 'outsiders' are not diminishing, especially in villages with large VLFR. The 'new' land use boundaries created are e.g. not respected by pastoralist who have been herding their livestock in the forests before the establishment of the VLFR. Law enforcement through an eviction operation by security forces in Uvinza district led to an armed conflict with loss of life and causing great concern with villagers in one of the landscapes.

The near completion of village level governance of natural resources has not yet led to measurable, sustainable and equitable (economic) benefits. With the land use planning and CBNRM process in its final stages, it still requires time to develop models for sustainable management that benefit the village council's budget and provide entrepreneurial opportunities for IGA groups. While working on these models, we found that the administrative tools of Enabel are not well suited to insert financial service providers into the implementation modalities, which limits the establishment of partnerships for Local Economic Development.

During the year under review work has been done to strengthen the capacity of key resource users, transformers and traders (IGA groups) to improve their revenues. It can be concluded that capacity building started too late in the project cycle and was insufficiently guided by a clear strategy for the promotion of economic development.



The project continued its efforts to strengthen institutional capacities of key stakeholders at LGA level for improved NR governance and the implementation of CBNRM. Landscape coordination however never has taken off seriously.

A good example of the strengthened institutional capacities was the focus and flexibility of the DFT to adjust the planning when mid 2018 the stakeholder meetings had to be cancelled due to the budget restrictions. The DFT were able to set priorities for the implementation of the July-December 2018 work plan which resulted in an accelerated completion of VLUP and VLFR.

The capacity of the regional facilitation still requires attention. Before presenting the finished VLUP for registration to the Zonal Lands Office in Tabora, the Regional Secretariat organized a mission to do the final checks on the completeness of the files and found various inconsistencies that required attention. It has however resulted difficult to coordinate at regional level the final touches required for registration of the VLUP.

The CEPA component of the institutional capacity building has not taken shape. The junior NTA hired at the beginning of the year under review did not manage to formulate and put into operation a comprehensive CEPA strategy. Only some CEPA issues were produced. A meaningful CEPA heritage of the project can only be produced through additional service contracts, for which budget has been reserved in the 2019 work-plan.

The 6 month extension of the project provides the opportunity to deal with most of the shortcomings mentioned above and consolidate the project achievements.

National execution official ⁵	BTC execution official ⁶
	

⁵ Name and Signature
⁶ Name and Signature

2 Results Monitoring⁷

2.1 Evolution of the context

2.1.1 General context

The sustainable management of natural resources is still under stress. The presence in the Kasulu/Kibondo districts of large numbers of refugees from the conflicts in neighbouring Burundi and DRC is providing a huge reservoir of cheap labour that allows locals and outsiders to expand (commercial) farming practice promoting encroachment into several large forest reserves in the region. Also the high cost of fertilizer is pushing farmers to look for virgin (fertile) land and decreasing space for nomadic livestock production is increasing conflicts between farmers and pastoralist.

The response of the government is rather ambiguous. During 2018 it serious attempts were made to enforce the legal framework for the protection of forest and game reserves as well as for the prevention of overfishing. Various operations were organized by the different government services in the region to evict illegal settlements in various forests and strict control was applied to illegal fishing practices. A high government mission recently visited the region and advised to scale up land use planning to promote sustainable natural resource management and reduce conflicts. USAID recently approved a 10 million dollar grant to the Jane Goodal Institute to expand Village Land Use planning to 100 villages.

On the other hand a presidential recommendation put the status of various forest and game reserves in question by ordering a review of their boundaries. This to alleviate shortage of grazing and agricultural areas experienced in different parts of the country.

In most of the project landscape areas conflicts over access to (village) natural resources are diminishing according to the village authorities and VLUM members. Still conflicts flare up from time to time and it is evident that time is required for communities to organize and enforce sustainable management practices now all of the VLUP and BMU and most of the VLFR have been formally established.

During the year under review the international relations and development funding have had a less harmonious context. The tightened control of the government over the political space and specific policy developments related to e.g. private sector development, LGBT and access to girls to secondary education has led to a certain unease in the relation with some western donors resulting in the suspension of funding agreements. The expulsion of the EU ambassador over the disagreements on policy development was a culmination of these tensions.

In this context, and because of policy changes of Enabel towards private sector collaboration, the future intervention strategy of Enabel for Tanzania is currently under review.

The project is starting up its last year of implementation and in general there is consensus with the LGA on the exit strategy chosen: Consolidate the land use planning process, strengthen knowledge and skills of the village organizations involved with the implementation of by-laws, challenge economic operators (CBO and Private Sector) to invest in NRM in the Landscapes and use the project experience for supporting LGA and other stakeholders for the implementation of CBNRM.

2.1.2 Institutional context

Institutional anchorage is still very relevant with the Project Management situated in the Regional Secretariat, and activities implemented through district councils. The commitment

⁷ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

and ownership of the project by the RS office has a positive effect on project implementation as it follows up on project activities and is pro-active in finding solutions for obstacles. During 2018, the NRM related staffing of in the Districts was relatively stable and most of the DFT trained were maintained. However in some districts the 'competition' with other projects for especially staff from the lands and forest departments is still delaying implementation. More structural guidance by the regional secretariat over the (periodic) assignment of staff to the different projects involved with land use planning is welcomed. This is certainly important now the Jane Goodal Institute is starting up a new phase funded by USAID that foresees in the establishment of VLUP in 100 villages and will require support from the same officers NRM-LED is working with.

With the NRM-LED land use planning exercise coming to the final stage, some responsibilities of the Regional Secretariat become more relevant. The review of the status of the VLUP in the 6 districts by the Regional Town Planner revealed some 'loose ends' that might delay final approval by the Commissioner for Lands. Boundaries of villages that were split were not yet corrected, there was uncertainty on the boundaries of villages in Kibondo that are next to the refugee camps. Also the issuing of CCRO was delayed because of not having an Authorised Lands Officer at the Regional Office and an official had to be borrowed from the Municipal Council. The status of the VLFR and Forest Management Plans that were approved by the District Councils is still not fully clear. Also the registration of the BMU by the Director of Fisheries of the MNRT is delaying.

It is recommended that a successful consolidation to Land Use Planning exercise (including the VLFR and BMU) is coordinated in a structural manner by the Regional Secretariat during the final year of the project. This recommendation will be presented to the JLPC.

At the national level, the anchorage in the Ministry of Natural Resources and Tourism is also still relevant, as project objectives are embedded in Natural Resources related national policies and strategies (National Strategy for Growth and Reduction of Poverty, land, wildlife, forest, and fisheries policies; National Gender Strategy) with results contributing to the implementation of related laws and guidelines, in particular, the local Government Act, Forestry, Wildlife and Fishery Acts, Land, Village Land and Land Use Planning Acts. The day to day management of the project is coordinated at the regional level and during the reporting period regular monitoring visits were carried by the NPC and/or Assistant NPC which shows improvement in project ownership at national level.

During the year under review the transformation of BTC into Enabel took shape. The Shared Service Unit, providing administrative and financial services to the 3 Enabel projects in the Kigoma Region was installed. Because of its administrative design it was agreed that NRM-LED would not fully integrate its administrative services. The two other Enabel projects (SAKIRP and WASKIRP) did fully integrate their administrative and financial services.

After the studies commissioned by Enabel to assess the potential for private sector development in Kigoma region, little feedback was received from the Belgian Embassy on the eventual follow up. During 2018 it became clear that it is unlikely that a project formulation phase will be based on the private sector studies carried out. Also a well advanced proposal of Enabel to implement an EU funded support program for honey production and commercialization was put on hold after the EU ambassador left Tanzania.

From the government side, the Prime Minister visited Kigoma several times to spearhead an initiative to scale up and industrialize the Palm-Oil sector. If there is any Belgium interest in this initiative is not known.

2.1.3 Management context: execution modalities

The NRM-LED project is managed through joint Belgian-Tanzanian technical and operational responsibility for the execution and achievement of the results to reach the specific objective of the project. This applies both at the level of the steering committee (MNRT, PO-RALG, MoF, RAS and Enabel Resident Representative) and the project

implementation unit (RS and Enabel).

The financial execution modality of the project is own-managed (Regie). To date the execution modalities have proven effective and efficient although close monitoring is required to enhance 'continuous improvement' according to the 2017 audit. While no project funds are channelled through district accounts, there is still joint responsibility for the efficient use of project funds to achieve the results that were mutually agreed.

The audit over 2018 still was not yet implemented while preparing this report. The audit is foreseen in March 2019 and will assess the whole implementation period up to December 2018. The conclusions and recommendations will be reported on in the next half yearly report that will be prepared for the JLPC meeting foreseen in September 2019.

During 2018 several administrative improvements were implemented, all within the context of the Project Implementation Manual (PIM):

- By sharpening the deadlines for the surrender of advances and by timely informing the DED, outstanding advances by the end of December 2018 diminished to € 8,000, down from €25,000 at the end of 2017.
- After introducing a 5 working day deadline for processing Activity Requests by the program management, the delays in implementation were limited and complaints from the LGA significantly reduced. This was confirmed during the District Stakeholder meeting recently (February 2019) held in the 6 districts.
- By introducing reviewed reporting formats (especially the MT04) reporting from the Districts has significantly improved in quality and timeliness. The shift towards result oriented reporting from activity oriented progress reporting makes the quarterly reports more comprehensible and allows for a faster reconciliation of expenditure at district level.
- The introduction of a GPS tracking system, a review of the vehicle maintenance schedules and a stricter planning of mileage for project implementation realized a reduction of 25% on vehicle operations cost.

The transformation of BTC into Enabel also came with the introduction of various new (online) management tools ranging from personnel management to archiving. Staff is still getting used to these new tools which cause some delays in reporting towards Enabel. E.g. the replacement by the quarterly MONOP reporting system by PILOT, required additional efforts and the project was able to report over the period October-December 2018 the PILOT 'Snapshot Quarterly Report'.

2.1.4 Harmo context

During initial implementation solid links and collaboration were established with other actors from within and outside the landscapes. In particular, Women Legal Aid Centre (WLAC) on gender and governance issues, TUNGAANE on CBNRM methodology and governance structures and with the Jane Goodal Institute on BDS. Moreover, World Vision built on NRM-LED efforts to fishing groups on aquaculture in Buhigwe District while Moshi University College of Cooperative & Business (MuCCoBs) (Kasulu Branch) trained members of selected SACCOs/VICOBA on entrepreneurship and business planning.

In the past 2 years this collaboration did not evolve into more structural partnerships directed at the implementation of project activities and no grant agreements were made operational. With a 6 - 9 months preparation time it is not foreseen to develop partnerships during the remaining time of the project based on grant agreements. Contracting of services for concrete and practical assignments have been developed during the period under review. E.g. with the FETA (Fisheries Education and Training Agency) a cost-benefit analysis on fish farming was carried out and with SIDO (Small Industries Development Organization) a business plan competition was developed to be implemented in 2019.

For 2019 it is also foreseen to work together with Jane Goodall Institute on the production of CEPA materials and with Sokoine University on the further development of a guideline for decision-makers.

2.2 Performance outcome



2.2.1 Progress of indicators⁸

Outcome⁹: An improved enabling environment and strengthened capacities for sustainable management of NR linked to an equitable Local Economic Development result in increased benefits for the communities of selected landscapes in Kigoma Region					
Indicators¹⁰	Baseline value¹¹	Value year N¹²	Target year N¹³	Target year N+1	End Target¹⁴
Number of service providers working on NRM in the region	38	38	38	48	48
Average annual revenue generated by service providers from sustainable use of NR	723,544	723,544	723,544	819,121	927,324
Proportion of NR service providers with elaborate financial plan	19%	19%	19%	23%	50%
Proportion of NRs service providers with strategic plan and functional management structure	13%	13%	13%	16%	32%
Average annual household income per capita	289,385	289,385	289,385	379,677	429,830
Percentage of benefits that is shared among members within village/communities and across gender	59%	59%	59%	71%	90%
Percentage of DDP budget allocated to NRM	0.42%	0.42%	0.42%	0.51%	1.00%

2.2.2 Analysis of progress made

In 2017 the MTR concluded that M&E system implemented by the project is not very functional. The data to measure the outcome of the project can only be partially generated at LGA level and it has been difficult to assess progress according to the indicators established in the TFF. Although the M&E system put in place in 2016 reflect the information needs, the level of abstraction of the TOC and the indicators chosen made data gathering and interpretation so complicated that hardly any meaningful analysis could be made.

With the contracting of a new NTA as of the start of 2018, the M&E system was reviewed based on:

⁸ You can use the table provided, or you can replace it by your own monitoring matrix format. Add/delete columns according to the context (some interventions will need to add columns for previous years while other – new - interventions will not have a value for the previous year).

⁹ Use the formulation of the outcome as mentioned in the logical framework (TFF)

¹⁰ Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

¹¹ The value of the indicator at time 0. Refers to the value of the indicators at the beginning of the intervention (baseline)

¹² The achieved value of the indicator at the end of year N. If the value has not changed since the baseline or since the previous year, this value should be repeated.

¹³ The planned target at the end of year N

¹⁴ The target value at the end of the intervention

- Simplification of Theory of Change
- Improved relevance of indicators
- Ready availability of data for analysis
- Ability to measure progress from the start of the project
- More possibilities for qualitative analysis

After a review of the Theory of Change the 3 stand alone TOC sheets were integrated into one. This was followed by a review of the methods and tools for data gathering, reducing the data sheets from 8 to 4. After concluding that certain indicators could not be assessed on ready available quantitative data, methods for qualitative data gathering were identified: A survey and various mini-surveys were designed. A mini survey was carried out to identify progress on the intermediate results.

The mini survey held in 4 of the 6 districts revealed e.g. that budget allocated to NRM has increased and was targeted mostly at additional (temporary) staffing. However it was not possible to get insight in the actual LGA disbursements, which is a far more reliable indicator since there is often large difference between budget allocations and disbursements from central government. It also revealed that (the perception of) corrupt practice on the allocation of NR had reduced.

The experience with the mini survey led to the development of a general survey that was carried out by the PIU in December 2018. Results will be processed in SPSS during the first quarter of 2019 and will be an important input for the preparation of the end-evaluation foreseen in September 2019.

An analysis of best practices was made in May 2018 to guide priority setting when confronted with a severe budget restriction halfway the year under review. In order to prepare a proposal for a 6 month extension in August 2018, a reality check on the project results was carried out. Also this proved to be a valuable addition to the M&E tools.

Average annual revenue generated by service providers from sustainable use of NR:

An inventory carried out by the PIU, identified 98 (potential) service providers. Most of these are existing CBO and also include VICOBA. During the period under review 17 of these Income Generating Activities (IGA) were subject to training on financial management, improved skills and production techniques. Some groups were supported with productive inputs (fingerlings and fish feed, fish-smoking kilns, improved canoes for fishing etc.). It is however still difficult to assess the potential of these groups for local economic development, leave alone to assess their income generated

Proportion of NR service providers with elaborate financial plan and with strategic plan and functional management structure:

It is foreseen to get a better picture of the economic potential of these groups when in 2019 they can apply for financial support (mini-project co-funding scheme) through an application form and a subsequent interview. In addition a business plan competition will be held to assess the interest of SME in villages and towns to invest in NRM related economic activities in the landscapes. Both activities will yield data on the indicators set in the TFF.

Average annual household income per capita:

The effect of the project on the annual household income will not be measured since it will only be towards the end of the project that the forest management plans are becoming operational and income can be generated. Most potential for increasing community benefits is through the implementation of the forest management plans in the larger VLFR that have been created by the project.

Real commercial exploitation of the forests only becomes feasible when the village authorities are issued with a 'hammer' to mark timber for transport and commercialization. Hammers are usually only issued after 3 years of implementing the management plan. Out of the 36 VLFR, 24 now have an approved management plan and are trained on record

keeping. Out of these only one village has been issued a hammer. It will be a challenge however to to achieve and measure income out of natural resources and their equitable distribution during the last year of the project. This will also affect if we are able to measure how benefits are shared among members within village/communities and across gender.

Percentage of DDP budget allocated to NRM:

As already mentioned above, the mini survey held in 4 of the 6 districts indicated an increase in budget allocated to NRM, targeting mostly at additional (temporary) staffing. It is however the LGA disbursements that is a reliable indicator for development expenditure and these data could not be obtained from the District Planning Officers.

2.2.3 Potential Impact

The MTR concluded that NRM-LED has launched ambitious plans for NRM and LED in a region that is relatively isolated but that the duration of the project i.e. 60 months is too short to reach and sustain all expected outcomes/results. Entering the final year of project implementation a preview on the possible conclusions of the final evaluation regarding the impact can be given.

Towards the end of the project it can be concluded that a solid foundation has been laid *“to ensure ecosystem resilience in the 6 landscapes”*, but additional conditions need to be met before *“the enabling environment and strengthened capacities for sustainable management of NR linked to an equitable Local Economic Development result in increased benefits for the communities of the landscapes”*.

The policy environment has become a bit elusive after the President announced recently that it needs to be ascertained if some of the forest and game reserves demarcated already long time ago are still justified considering the need for land by agriculture and livestock production. Since the time that many of the reserves were established the population has grown five-fold and many rural people (still 70% of the population) are facing problems to meet their subsistence level.

Although Tanzania has an internationally acclaimed legislation on sustainable forest and wildlife management, and certainly a well-established tourism industry, it has not been successful enough to intensify agricultural and livestock production and to offer an alternative for rural employment. Subsistence farming is still the most important livelihood strategy for the rural population and the need for agricultural land and grazing areas is increasing and forest and wildlife reserves are under severe pressure. Specific for the Kigoma region are an estimated 250.000 refugees in the camps near the border with Burundi that are a source of cheap agricultural labour and solid consumers of firewood.

Encroachment has become a status quo in many of the larger forests of the Kigoma region and it seems inevitable that a policy review is required to balance reality of land use with the enforcement capacity of the government institutions. Perhaps the President has given direction to that discussion. This might indicate a concentration of protection efforts to the most valuable ecosystems and a less regulated use of some of the current reserves.

The opportunity in reassigning the purpose of part of the reserves is to enhance sustainable land use. A recent high level government mission to the region concluded that land use planning should be taken seriously and be promoted extensively. The NRM-LED project, together with Tuungane and the Jane Goodall Institute have a shared experience that should be used to further strengthen the LGA capacity to implement CBNRM.

The capacity of the LGA has been strengthened on different topics - including governance, gender and business training – but the training courses might have been too short and not practical enough to result in improved facilitation at the village level. In view of the limited financial and human resources at district level, there is no guarantee that the LGA will continue to provide the same support to villages after the project ends.

2.3 Performance output¹⁵



2.2.4 Progress of indicators

Result 1: Decision Support System on NRM for Local Government Authorities established, enabling mainstreaming in decentralized planning of key NRM issues					
Indicators	Baseline value	Value year N	Target year N	Target year N+2	End Target
The extent to which decision makers utilize generated information at DSS during decision making processes/planning processes at all levels	50%	50%	50%	60%	80%
Number of districts integrating activities related to natural resources management and coordination in their district development plan	0	0	0	2	6
Number of villages integrating activities related to natural resources management and coordination in their village development plan	0	0	0	8	36

During the previous years the project has not been able to lay the foundation for a Decision Support System neither has the project been able to make a systematic analysis of the district and village development plans to assess the integration of activities related to natural resources management and coordination. No progress can therefore be reported on the indicators established in the TFF. In the first place is it hard to find this level of analysis within the LGA and also the M&E system put in place by the project was hard to match with the district information available.

2.2.5 Progress of main activities

Progress of <u>main</u> activities ¹⁶	Progress:			
	A	B	C	D
Develop DSS system for NRM and build capacity in its use			X	
Undertake situation analysis to select priority NRM-LED landscapes	X			
Mainstreaming of key NRM issues in decentralised planning		X		
Regular M&E, information gathering and analysis of NRM-LED processes		X		

The project made a step further to develop the DSS system for NRM and build capacity in

¹⁵ The template accommodates up to 3 Outputs (chapters 2.2, 2.3, 2.4). If the intervention has more outputs, simply copy and paste additional output chapters. If the intervention has less than 3 outputs, simply delete the unnecessary chapters). As for the outcome level, you may also replace this table by the intervention's own format (e.g. from your operational monitoring tool)

¹⁶ A: The activities are ahead of schedule
 B: The activities are on schedule
 C: The activities are delayed, corrective measures are required.
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

its use. In order to validate the results of the Biotope consultancy on the 'Economic valuation of natural resources' a working group of RFT members was set up to analyse the results of the study and draft ToR for development of a guide for decision makers was prepared as well as a theoretical framework on the main characteristics of a DSS.

No further activities were taken on the situation analysis to select priority NRM-LED landscapes.

To promote the mainstreaming of key NRM issues in decentralised planning O & OD trainings were conducted in 6 villages in all landscapes and results were reported to the LGA with the objective to promote sustainable NRM in district planning. To allow village authorities to properly administrate the VLUP and VLFR by-laws and the CCRO files, office equipment and supplies were procured and distributed to 13 villages.

Regular M&E, information gathering and analysis of NRM-LED processes was supported by organizing 2 monitoring visits to the landscapes by RFT members in March and May 2018. At district level the DED team (including heads of departments) conducted quarterly monitoring visit in all landscapes and a majority of villages were visited.

Training on data flow and reporting protocol in NRM to councilors and ward/village local government staff was conducted in 3 landscapes reaching 113 Follow-up of progress indicators was conducted in all landscapes. The focus was on data collection in relation to progress of village land use plan (VLUP), village land forest reserve (VLFR) and beach management unit (BMU).

2.2.6 Analysis of progress made

The MTR recommended no longer pursue the development of the DSS because of time constraints, technical capacity and political support required to design, test and implement it. In the year under review, the Regional Working Group that was set up to coordinate this activity analysed the findings of the Biotope Study on the valuation of natural resources and formulated terms of reference on how to develop a guide for decision takers. Also a rough sketch of how a decision support system should look like was presented. Because of the budget restrictions during the second half of 2018 no follow up could be given.

While preparing the 2019 work-plan it was agreed to further develop the 'Guide for Decision Takers' as a first step towards a Decision Support System. Based on the applicability and acceptance of the Guide a decision will be made on eventual continuation. We can already caution that the time frame is very limited.

As mentioned earlier this year the M&E system was reviewed and new tools were put in place. The surveys and best practices inventories that were designed to fill the information gaps, revealed e.g. an increase in budget allocation for staffing in the departments involved with Land use Planning and the six step CBNRM approach. Disbursement of development investments towards NRM could not be measured.

During the inventory of best practices that was carried out in April of 2018 an interesting spin-off initiative of the CCRO promotion was identified in Kakonko and Kibondo districts. Groups of 20 beneficiaries were formed that through a down payment with the lands department were serviced with the survey of agricultural and residential plots to obtain their CCRO. This experience inspired the project to take the group approach for CCRO registration as an activity to be integrated into the mini-project co-funding scheme that will be rolled out in 2019.

It is only recently now that the VLUP, VLFR and BMU are constituted and e.g. forest management plans are being formulated and approved, that the village leadership is taking interest for integrating activities related to natural resources management. Although not yet embedded into the village development plans we can identify several initiatives that are rooted in the governance organizations. E.g. the 3 BMU's in Kigoma district formed an APEX organization and build 2 patrol boats after the project promised to support the BMU

in acquiring an outboard engine.

So far no systematic inventory has been made of these kind of initiatives by the DFT. The survey that was held in December 2018 was designed to fill this data gap but the (SPSS) analysis is not yet available at the moment of writing this report.

The situation analysis to select priority NRM-LED landscapes was finished during the baseline study. Valuable additional information on landscape profile was generated through the Biotope 'Valuation of Natural Resources Study'. There is now sufficient information of respectable quality available to prepare a more popular version of the landscape-profiles, an activity that is foreseen in the 2019 work-plan. The plan is to produce a glossy style brochure that can be used by the LGA to promote the landscape to investors and funding agencies to strengthen the social and economic development.

There is no evidence that LGA have made an assessment of NRM issues in decentralised planning. Priorities for development investment are education, health, water and infrastructure and NRM still remains a donor driven priority. Although land use conflicts are persistent and deregulating social coherence in the rural areas, conflict resolution is still more common than conflict prevention.

2.3 Performance result 2

2.3.1 Progress of indicators

Result 2: Improved governance and sustainable management of NR by key resource users.					
Indicators	Baseline value	Value year N	Target year N	Target year N+2	End Target
Tender/financial reports related to NR publically shared through public notice board	50%	50%	50%	67%	90%
Proportion of people perceive that election processes for NR related committee meet good governance standards (% of communities)	50%	50%	50%	61%	86%
Proportion of CBOs and other institutions working on NR related activities whose annual financial reports are shared to beneficiaries/public	24%	24%	24%	50%	80%
Proportion of people/NR users who perceive that corruption is reduced at all decentralized levels	22%	22%	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.	46%	46%	46%	55%	75%

During the year under review no systematic assessment was made of the indicators because of non-availability of data within the LGA to corroborate. The mini-survey held in April 2018 could verify positive tendencies with the perception of villagers and LGA staff on governance and accountability standards as well as on the diminishment of corruption.

2.3.2 Progress of main activities

Progress of <u>main</u> activities ¹⁷	Progress:			
	A	B	C	D
Capacity building and implementation of VLUPs		X		
Capacity Building and implementation of the 6 steps of CBNRM		X		
Develop Capacity for improved governance and conflict management for village and user groups		X		

Capacity building and implementation of VLUPs resulted in an additional 18 VLUP establishments to be finalized and approved at district level. In order to prepare these VLUPs for presentation to the zonal commissioner for lands, the maps were reviewed and edited ready to be printed in A₀ size.

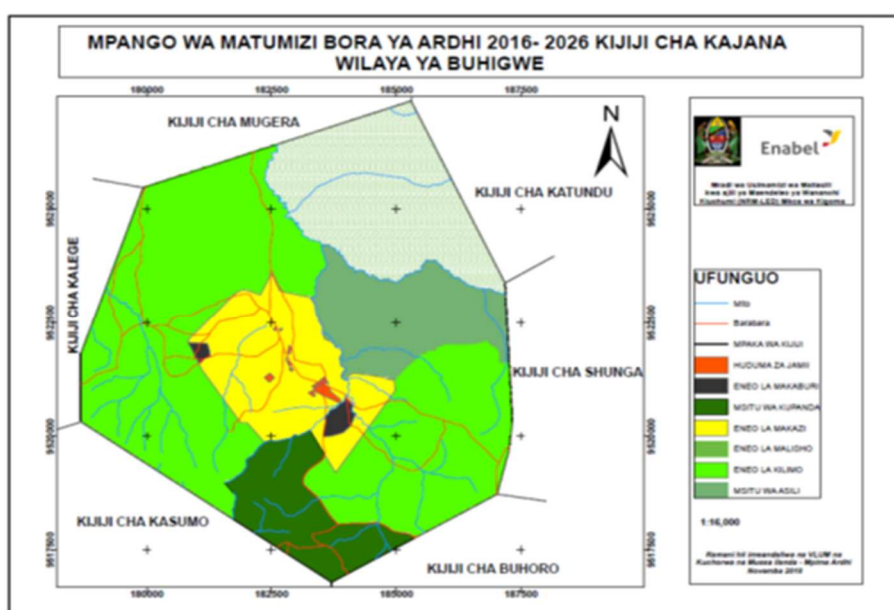


Figure 1: One of the VLUP maps which have been prepared

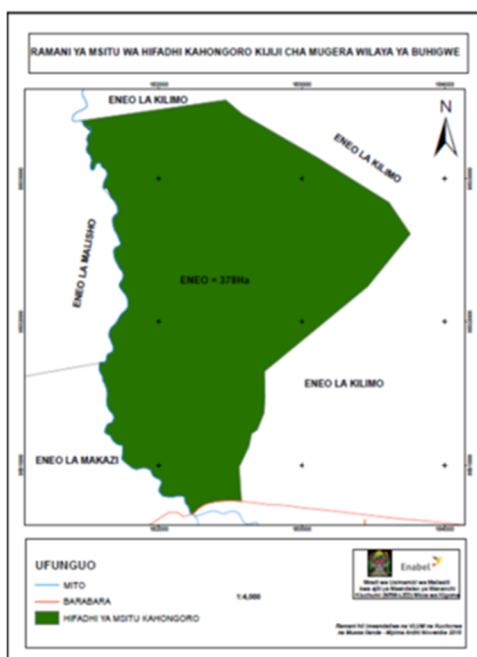
19 VLUPs and also 7 VLFRs were finalized and can now be printed (see figure 1). The boundaries of 2 villages in Kungwa landscape were resurveyed. As part of the completion process 472 beacons were installed in different land uses and 430 Sign boards were installed to inform the larger public of the land use boundaries.

With the most of the VLUP approved by the District Assemblies the project has started to consolidate the governance structures and 7 Village Land Use Management Committees (VLUMs) were trained on their roles and responsibilities. For 2019 a 'refresher training' program will be rolled out to strengthen all VLUM (24), VNRC (38) and BMU (8) in their roles and responsibilities to implement the by-laws that allow them to govern their territories and generate income from its sustainable management.

At the same time the 2017 training of DFT on 'good governance and conflict management in natural resources' has been rolled out in 2018 to ward and village executives. About 60 % of the planned capacity building was completed and the remaining is planned for in 2019.

¹⁷ A: The activities are ahead of schedule
 B: The activities are on schedule
 C: The activities are delayed, corrective measures are required.
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

Capacity Building and implementation of the 6 steps of CBNRM



During the year under review **xx** VLFR, complete with harvesting plans and by laws were approved by the District Assemblies, bringing the total to **xx** of the planned 38. This means that **xx** % of the 39,000 hectares planned has now been brought under village management. For the remaining VLFR to be constituted the process is well underway:

Demarcation of VLFRs in **xx** villages were completed and consecutive participatory forest resources assessments was carried out in **xx** villages after training the respective VNRC on participatory forest resource assessment. Boundaries for **xxx** VLFR were cleared to protect forests from encroachment and wildfire

Maps for 9 VLFRs were elaborated (see figure 2). 8 VNRCs were formed and trained in their roles and responsibilities and harvesting plans were elaborated after identification and marking harvestable trees.

Training on record keeping and financial management to VNRC members and representatives of village council from **xxx** villages were conducted. A total of **xxx** participants attended the training.

Capacity building for Beach Management Units

BMU coordination committees were set up in Lake Tanganyika and Nyamagoma-Sagara landscapes through the formation of APEX associations which will allow for a coordinated approach to implement the by-laws in fishing grounds where defining individual village boundaries nearly impossible to establish.

The BMU committees were trained on bylaws enforcement and control of illegal fishing activities on catch survey's to monitor the fish stocks. Also a study visit for 23 BMU members from Lake Tanganyika landscape to Nyamagoma Sagara landscape was organized, which enabled participants to learn from fisheries groups on data collection, fish processing and sustainable fishing practices.

Promoting land ownership by issuing CCRO.

During the year under review and additional 2202 farms/plots were surveyed in four landscape. Out of these the data of 1492 plots were processed for printing the certificates and all 6 LGA were equipped colour printers to start printing. A delay with the procurement of government stationary however held up the printing. This is now scheduled. Data processing and printing for the remaining CCRO is now planned for in 2019.

A study to continue the promotion of CCROs after project closure was conducted and it was recommended to make a provision in the micro-project cofounding scheme to be launched in 2019.

2.3.3 Analysis of progress made

The project has made substantial progress with the consolidation of the VLUP, VLFR and BMU as a solid basis for the sustainable management of natural resources. The importance of land use planning as a tool to mitigate land use conflicts, to preserve forests and to promote individual land rights was highlighted during a high level government mission to the region. Recently the Jane Goodall Institute obtained a US\$ 10 million USAID funding

to extend land use planning to another 100 villages.

Keys	Village	Completed							Not Completed							
		PLUM	VLUMC	VLC	Data Collection	Community Action Plan	Resource Map	Existing Land Uses	Proposed Land Uses	Draft Land Use Plan And Bylaws	Village Assembly Minutes	Endorsed at WDC	Approved at District Full Council	Demarcation of Land Uses Started	Minutes Available At District	Certified Land Use Plans Available At Village , District and Region
Nyamagoma Sagara	Kasisi															
	Chagu															
	M/Noti															
	Malagarasi															
	Itebula															
Kitanga Mugera	Kitanga															
	Kiyungwe															
	Heru-Ushingo															
	Kigadye															
	Mugera															
	Kajana															
	Katundu															
Kikendega - Kazilamihunda	Kigendeka															
	Kazilamihunda															
	Maloregwa															
	Kumhasha															
	Kumbanga															
	Juhudi															
	Kumkugwa															
Kungwa	Churazo															
	Nyabibuye															
	Rumashi															
	Kabare															
	Gwarama															

Table 1: Progress on establishment of VLUP

During the year under review the 9 more VLUP were approved by the District Councils and all of the planned 24 VLUP are now completed at district level (see table 1).

In order to prepare for registration with the Zonal Commissioner for Lands in Tabora (the final step) members of the Regional Facilitation Team visited all districts to review the plans and they concluded that there are still several 'loose ends':

- Of the older VLUP some boundaries needed to be redrawn after villages were subdivided.
- Text of LUP reports need to be edited before presentation to the commissioner.
- Not all beacons and signboards delimitating the different land uses are in place yet
- By laws are not yet officially presented by the District Authorities to the Village leaders and part of the VLUM members are not trained on their roles and responsibilities.

During the first quarter of 2019 special attention will be given to facilitate the LGA to complete these activities. In view of the limited time left for the project this will require well planned coordination of the Regional Secretariat, and especially of the Lands Officer. Until recently this post was vacant and it needs to be assured that the newly appointed officer will take up this duty.

The establishment of the VLUP is a 'labour intensive' exercise, requiring larger multi-sectoral teams over extended periods of field work. This has come at a considerable cost and in order to preserve this investment, regular follow up of the VLUM is required through mentoring and coaching.

Of the 33 planned VLFR the end of 2017, 30 now have approval of the village council. By-laws can be implemented and harvesting plans made operational. Recent monitoring through the District Stakeholder Meetings made clear that still for most of the VLFR the by-laws have not been returned yet to the villages and that capacity building of VNRC for implementation of the by-laws still requires attention.

As part of the phasing out strategy the project will take this responsibility and together with the DFT design and implement in 2019 a 'refresher training' to consolidate the governance structures at village level.

Within the Tanganyika Lake Landscape 3 BMU integrated by members of the fishing communities involved are now fully operational. The by-laws were approved during this year and they have started patrolling the fishing grounds. They have set up an APEX association (uniting all BMU's) for coordination and advocacy. Investment plans (fishing ramp at Kalangabo and acquisition of patrol boats) were presented to the project. Due to the budget restrictions in 2018 these activities were postponed. The BMU built a patrol boat with their own resources in 2018 and in 2019 the project will support them with an engine. Also the construction of the Kalangabo landing site foreseen in 2019.

TABLE XX: STATUS OF VILLAGE LAND FOREST RESERVE-FEBRUARY 2019

Landscape	Village Name	Forest Name (VLFR)	Size of VLFR - hectares	Completed		Not Completed							
				Village Land Surveyed	VLFR Boundary Surveyed	NRC/VECF Formed	PFRA	Forest Management	Approved by	Registered by	VLFR by FBD	VLFR Gazetted	
Kitanga Mugera	Kitanga	Msanga	774										
		Mount Ki	1823										
	Kiyungwe	Jimbi	250										
	Heruushingo	Bilala	154										
	Kigadye	Kigadye	354										
	Mugera	Kahongoro	378										
	Kajana	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Katundu	Kanyomvyi	146										
			3879										
Makere South	Kalimungoma	Kalimungoma	60										
	Kasasa	Kasasa	301										
	Nyachenda	Nyachenda	69										
	Mugombe	Mugombe	71										
	Kabulanzwili	Mt Kulugongo		30									
		Kabulanzwili-1		27									
		Kabulanzwili-2		30									
			588										
Kungwa	Charuzo	Charuzo	870										
	Kungwa	Kungwa	1000										
		Nyabibuye	Kashoza – A	70									
	Rumashi	Mikobe Chini	208										
		Kashoza – B	477										
	Kabare	Mikobe Juu	70										
	Gwarama	Gwarama	150										
	Kabingo-Gwarama		57										
			2902										
Kigendeka/ Kazilamihunda	Kigendeka	Nyagwijima	554										
		Lulila	176										
	Kazilamihunda	Nyabinginya	93										
		Samina	297										
	Maloregwa	Mgondogondo	2802										
	Kumhasha	Nyamustabuye	107										
	Kumbanga	Bhizilankwet	494										
		Bhizilankweto 'B'	294										
	Juhudi	Kizika	576										
		Lukambati	285										
Kumkugwa	Kalembwe	811											
			6489										
Nyamagoma Sagara	Kasisi	Songati	237										
		Bohora	86										
	Chagu	Chagu	159										
	Mtego wa Noti	Kasanda	495										
	Malagarasi	Malagarasi	9472										
	Itebula	Ipuguru	11500										
	Chakulu	Chakulu	3982										
			25931										
TOTAL			39789										

2.4 Performance result 3¹⁸

2.4.1 Progress of indicators

Result 3: Key resource users, transformers and traders of NR derive sustainable and equitable benefits from natural resources					
Indicators	Baseline value	Value year N	Target year N	Target year N+2	End Target
Average annual quantity of energy sources consumed (data disaggregated by energy source)	In various units as per section 3.6.3.3 (a) of the baseline report	In various units as per section 3.6.3.3 (a) of the baseline report	In various units as per section 3.6.3.3 (a) of the baseline report	7.2% higher than baseline value for each energy source	12% higher than baseline value for each energy source
Proportion of people whose per capita income is above \$1.00 per day due to sustainable use of NR value chain	0%	0%	0%	1%	2%
Number of business coalition formed among key NR users in the region	25	25	25	32	60

During 2018 the project was not able to collect reliable quantitative data from the LGA to corroborate the indicators above mentioned. In December 2018 the survey carried out under beneficiaries and implementers was designed to verify the income effects and a business plan competition (BPC) was set up to get insight into the existing and potential business coalitions. The survey results are currently analysed and the BPC was postponed to 2019 as a consequence of the budget restrictions.

2.4.2 Progress of main activities

Progress of <u>main</u> activities ¹⁹	Progress:			
	A	B	C	D
Improve opportunities for generating revenue from sustainable harvesting and use of NR		X		
Improve access to financial service providers through improved capacity for NRM related SACCOS and VICOBAS			X	
Support partnerships between users, transformers, traders and corporate private sector			X	

Under the supervision of the NTA BDS and the Co-Manager various activities were prioritized to “*improve opportunities for generating revenue from sustainable harvesting and use of NR*”. With this the activity became on track again after have known delays in the previous years.

In order to get a strategic overview various value chain assessment were implemented and

¹⁸ If the Logical Framework contains more than three Outputs, copy-paste the 2.4 chapter and create 2.6 for Output 4 , 2.7 for Output 5, etc.

¹⁹ A: The activities are ahead of schedule
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 C: The activities are delayed, corrective measures are required.
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

NR entrepreneur business development needs were identified in various landscapes. After this coaching and of 27 DFTs members on implementation of business related activities in all landscapes was provided after which capacity building for village level IGA was started up.

94 CBO-IGA were identified with a potential for economic development. Within these groups 376 para-professionals in the fields of beekeeping, fisheries, raffia weaving and carpentry were identified in all landscapes. In line with the MRT recommendations, 73 para professionals were selected for a training of trainer activity to become peer leaders in their specialization. A training program was formulated.

Multiple training activities were implementation by the LGA and in 2018 over 1000 individuals pertaining a large portion of the groups identified received training to improve their business model by enhancing marketing, diversification, quality issues and management skills.

120 CBO and BMU leaders were trained on principles of group management i.e. social process that impact on group development and performance in Lake Tanganyika landscape. 160 fish processors from Lake Tanganyika and Nyamagoma-Sagara landscapes were trained on the benefits of using improved fish smoking technology for processing fish and on handling, processing, packaging and marketing of fish products while 11 CBO were facilitated with the development of a business plan. 12 paraprofessional (Beekeepers) in 6 villages were trained on adding value to honey production (use of by-products for shoe polish, candles, skin jelly/lotion). Training on fish farming was conducted to 340 villagers in three landscapes. 150 villagers from 15 CBOs in Kungwa landscape were trained to advance their NR based businesses. Training on value additional on weaving products was supplied to 30 participants in Nyamagoma-Sagara landscape.

As a result of the CBO-IGA capacity building, frequent requests for support with financial support to improve production and marketing were received. Based on the inventory of these requests the micro-project co-funding scheme was designed and presented to the JLPC in October 2018 as an integral part of the 6 months extension request. This activity will be rolled out in 2019.

The project also made a serious effort to “*improve the access to financial service providers*” by improving the organizational capacity of village based VICOBA and SACCO and to assess collaboration with micro-credit organizations to extend their outreach to NR oriented financial services. This strategy did not lead to a meaningful progress because of difficulties with the contracting of financial service providers.

In order to identify financing mechanisms the project organized a workshop with (local and national) financial service providers to discuss the financial instruments available and to assess possible collaboration to roll out these instruments in the landscapes. A draft model for financial outreach was developed with the Post-Bank but after assessing this model against the funding regulations of Enabel it was decided not to pursue further. A possibility to integrate our potential portfolio with a micro credits scheme to be implemented by SAKIRP (the Enabel value chain project in Kigoma Region) and Vision-Fund was not developed further when Enabel Headquarters did not approve the SAKIRP-Vision Fund agreement.

To strengthen the organizational capacity of CBO-IGA various activities were implemented. Two VICOBA network organizations (Apex VICOBA) were set up integrating over 70 individual VICOBA and an exchange visit was organized involving 29 community entrepreneurs and micro finance paraprofessionals. 9 CBO-IGA were coached and guided on the preparation of business plans. Also in some cases direct support to CBO-IGA was provided to support their productive and commercial capacities. 13 improved fish smoking kilns were constructed 2 landscapes, productive inputs were supplied to 5 fish farming groups and Nguruka beekeeping collection centre was supported with storage and packaging materials.

With the objective to “*identify possible partnerships between users, transformers, traders and corporate private sector*” a partnership meeting involving 50 representatives of fisherman, financial institutions, fisheries agencies and business man/women was conducted in Lake Tanganyika landscape. The meeting did not result in follow up agreements and the project was afterwards not approached by any of the participants (e.g. private sector representatives) to discuss possibilities for collaboration.

So far we have not been able to get any indication how private sector operators perceive and pursue the sustainable management of natural resources. To formulate a multi-stakeholder approach involving the private sector remains still elusive. Based on this experience the project decided to set up a Business Plan Competition with the objective to challenge private sector operators (with prize money) to present investment plans in the NR sectors identified by the project.

2.4.3 Analysis of progress made

The capacity building of NR service providers at village level was given a boost over the year under review with the roll out of a capacity building focussing at technical and entrepreneurial knowledge and skills. The focus on capacity building of paraprofessionals as peer promoters, as recommended by the MTR, was used as a key strategy by the PIU and DFT. It should nevertheless be considered that the starting position of most groups is not such that it can be expected that they will in the short term evolve as dynamic stakeholders to drive local economic growth based on the sustainable use of natural resources. It is still safer to assume that most local economic growth is being supported by the free access to fertile virgin forest land for crop production and livestock production.

With the capacity building over 50 CBO-IGA in the landscapes we hope to have created a better starting position for them to access financial services. The quality of the proposals that will be presented to access the mini-project co-funding activity will be a good indicator of the groups’ capacity to act as a potential economic stakeholder for promoting the economic validation of natural resources.

The possibility for Enabel to fund the delivery of financial services is highly dependent on Belgian government regulations. This limits the project with the establishment of agreements with service providers. Two models for financial participation were identified in 2018 and both did not pass. The introduction of CBO-IGA and VICOBA to existing funding mechanisms did not result in outreach.

There are currently insufficient mechanisms and incentives within the government system to actively promote multi stakeholder partnerships for economic development. After organizing a workshop bringing fisheries stakeholders together and after declaring the goodwill to develop partnerships, follow up remained disappointing.

2.5 Performance result 4

2.5.1 Progress of indicators

Result 4: Strengthened institutional capacities and accountability of key stakeholders for improved gender sensitive NR governance, landscape coordination and implementation of CBNRM.					
Indicators	Baseline value	Value year N	Target year N	Target year N+2	End Target
Proportion of staff trained in conflict management with improved skills on	0%	0%	5%	2%	5%

managing NR related conflicts (% of NRM Staff)					
Number of landscape coordination meetings implemented	0	0	0	4	8
Number of gender and governance meeting related to NR issues implemented	0	0	0	7	14
Number of villages applying by laws on gender and governance during management of NRs	17	17	17	22	35

Landscape coordination as a stand-alone governance model has not evolved and no separate coordination meetings have been held so far. Since the landscape concept has its difficulties to fit into the district governance model it should not be expected that this will be developed during the phasing out period of the project in 2019.

The gender and governance meetings are basically training events directed at district and ward level officials and leaders. The district level training was completed and ward level meetings have started. This will continue in 2019 and it seems that final targets can be met.

Gender and governance are well enshrined into the by-laws of the VLUP, VLFR and BMU. Despite that we have advanced well and most plans are now approved by the District Councils, still a considerable number of the by-laws have not been returned to the villages. This is foreseen in 2019 and looks like these targets can be met.

2.5.2 Progress of main activities

Progress of <u>main</u> activities ²⁰	Progress:			
	A	B	C	D
1 Strengthen stakeholder involvement and accountability for NR governance and CBNRM		X		
2 Increase awareness and provide information on NRM governance and management		X		

With the objective to “*strengthen stakeholder involvement and accountability for NR governance and CBNRM*” during the year under review, the following activities were implemented:

A seminar was held involving 100 Councillors on NR governance, conflict management and gender issues mainstreaming in the four districts of Kigoma. Because of the budget restrictions during the second half of the year, LSM, DSM and RSM were held in only in February-March where the annual progress report over 2017 and the work-plans for 2018 were deliberated. A series of constraints were mentioned, being the slow disbursement procedures in 2017 the most important. From the project side, the slow return of advances was a major issue, having closed the year with over € 25,000 of unaccounted advances. Several recommendations were made to improve the performance.

At the moment of writing this report, the District Stakeholder Meetings are still in progress. It can be concluded that the speed or project approval has improved significantly after agreeing that any Activity Request is to be handled within 5 working days. The amount of outstanding advances was brought back to € 8,000 at the end of 2018 after monthly reminders were introduced, involving the DED closer to with the surrenders. Despite a limited budget and more efficient approval procedures, the implementation rate did not improve significantly 2018: The tendency of ‘over-planning’ is persisting and especially

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forest and lands officers are not always available because they are in high demand with other projects.

2 JLPC meeting were conducted during 2018. During the second meeting in October the project presented a request for extension of 6 months and a budget review was presented to formalize the budget reduction from 6 to 5 million and to readjust the operational budget to the priorities set in the exit strategy of the project.

2 PIU reflective meetings were organized, where besides regular review of project progress also innovative approaches are being discussed. The reality check, a result oriented assessment of progress, was together with the best practices inventory an important input to formulate the exit strategy. The presentation of the community investment strategy laid the basis for the formulation of the Business Plan Competitions and for the Mini-Project Co-Funding Scheme to be rolled out in 2019.

“Awareness raising and providing information on NRM” was shaped by supporting LGA to facilitate IGA group members to show the natural resources based products in a market events organized in Nguruka during commemoration of National Torch Day, and to participate in the International Women’s Day celebration in Kasulu town.

Also 2 new TV items were produced and aired on national TV. The handling 50 CCROs to community members in Buhigwe district was aired by TBC, ITV, and Azam TV networks. The highlights were shared through the Enabel Facebook page.

2.5.3 Analysis of progress made

The stakeholder involvement is well on track but the development and implementation of a CEPA strategy is still lagging behind. The project had difficulties with finding the right NTA-CEPA candidate. Only recent graduates with little experience applied. One candidate who was considered to be trainable was hired on a junior profile. Because of his limited experience no consistent CEPA strategy was elaborated. However more practical assignments and PR related activities resulted in resulting in 6 stories, 3 news items, and an inventory of existing extension materials.

2.6 Transversal Themes

2.6.1 Gender

- **Implementation of the NRM4LED Gender Mainstreaming Strategy: Capacity development and awareness raising for staff of Regional and District facilitation teams on gender and governance related issues**

A strategy for mainstreaming gender in NRM4LED is in place and has been elaborated. Project staff and regional and district facilitation teams were trained on the concepts of gender mainstreaming, analysis and advocacy. That enables them to understand the different approaches and skills to implement gender mainstreaming in daily activities. The specific tools have been developed to capture gender information including Gender matrix, Training inventory, Participants Attendance Forms and reports to capture data on gender and sex.

The MTR was positive on the way gender has been mainstreamed and came with some clear evidence that at village level the participation of women in activities is increasing. So far this has had limited effect on the representation of women in the higher level governance structures, e.g. the number of women participating in the Local Stakeholder meetings is limited so far.

During the year under review the Gender and Governance of Natural Resource

management training was continued and ward and village level while the work with the IGA as resulted under activity 3 has been targeting a good representation of women groups. Female leadership in value added processing of fish and honey is well accepted, while also at VICOPA the representation of women is high. For the survey of agricultural and residential land for CCRO elaboration, special attention is given to the inclusion of female headed households and to the promotion of shared ownership. Special attention is also given to women's interest with the design of the community investment strategy.

Besides the support to the celebration of International Women Day no specific gender activities have been implemented during the year under review. However there is close attention to gender specific planning, monitoring and evaluation. The mainstreaming of gender into the project is on track.

- **To ensure effective participation of all villagers with special attention to women and vulnerable groups in the project activities**

The District teams and village governments in selected landscapes were supported to review the existing and/or to establish 31 VNRC & 24 VLUM Committees with equal/adequate gender representation in 33 villages of the six landscapes. Women representation in VNRC is 33%, VLUM is 49% and BMU is 27%. Generally, the representation of women in NRM committees is 37% which is higher than the National Average which is 30%. During the stakeholder meetings it becomes evident that gender representation is also vocal and specific.

The CCRO issuing activity specifically targets the inclusion of vulnerable groups such as female headed households, the elderly and the poor.

2.6.2 Environment

Being embedded in the Tanzanian strategies for natural resource management and being formulated in the framework of the Belgian Development Agency's strategies for inclusive and sustainable economic development is a guarantee that environmental concern is at the heart of the project's intervention logic.

However the relative isolation of Kigoma region and the few opportunities to interact with e.g. national 'watchdog organizations' provides a sense of detachment from the national debate on the conservation of natural resources and of lacking influence on national environmental policy.

A clear example of detachment is the delay with the development of a Decision Support System. So far it not been possible to combine environmental monitoring through the analysis of GIS data with the systematic analysis of data on e.g. timber and charcoal extraction and on encroachment of national and village land forest reserves. The sense of urgency and the justification to invest district development funds into the conservation of natural resources remains elusive.

During the surveys held as part of the new M&E plan, it was found that the annual budget for NRM services seems to be increasing, and staffing is more solid than before. However data on disbursements (the real expenditure at LGA level) were not made available.

It was seen as an encouragement that in 2018 the government made an effort with the enforcement of NR related legislation. Illegal fishing practices in Lake Tanganyika were scrutinized and encroachment of forest reserves were met with eviction operations. The last resulting in serious clashes with the loss of life in Uvinza District close to the areas where the project is implementing the establishment of Village Land Forest Reserves. A high level government mission (6 ministers and PS) visited the area and in a joint statement it was urged to scale up land use planning in the area to allow for land use conflicts to be resolved at local level.

A few weeks later however a directive was issued through which the government services were recommended to investigate the status of forest and game reserves and to assess if these could be de-gazetted for farming and livestock. During a recent stakeholder meeting in Uvinza district, village authorities, VNRC members, local politicians and government officers unanimously expressed their concern that there were no longer clear guidelines and that the encroachments into the VLFR went on the rise.

Also positive developments can be identified. The government recently announced a US\$ 150 million the World Bank grant to scale up the Land Tenure Security Program (LTSP) that has in the past years with funding of DFID and DANIDA has issued over 60.000 CCRO's in various districts. This will mean a huge nationwide impulse to land use planning and will require the contracting of additional 1500 professional staff by the government (surveyors, land officers etc.)

2.7 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
LGAs attach low level of political priority to NRM, which translates into low level of support for project interventions	Project formulation - confirmed by Base line study	OPS	Medium	Medium	Medium Risk	Align project activities with MTEF and mainstream project activities in the DDP and VDPs	PIU	by YR 3	Planning in process of being aligned. Mainstreaming has been done and district stakeholder meetings draw the attention of LGA. The test will come in the second half of 2018 when we will formulate the last work plan in which strategies for institutional sustainability will also test the willingness of the LGA to participate financially with project implementation.	In progress
						Empower the DFTS to raise awareness of District Councilors on NR and to be able to lobby decision makers for higher priority and more NRM funding	DEDs and PIU	continuous	bi-annual monitoring visits by DEDs and District Council Chairs started Project introduced at WDC - still on going in new landscapes Governance structures are in place and most VLUP and by laws now operational. add: Awareness training at ward level, especially targeting land councils	
						Focus awareness campaigns on economic benefits and provide information for fact based decision making to improve willingness to re-invest in NRM at source.	PIU through CEPA	continuous	The study on the 'Valuation of Natural Resources and Ecosystem Services' offers a wealth of data that can be used for awareness raising with LGA. The recommendation of the MTR and JLPC to no longer pursue the DSS has been postponed to find out if through a regional working group the DSS process can be given a new input. Awareness raising will continue at ward level, also to bring the ward land councils on board to support conflict resolution at the lowest administrative level.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Inadequate resources (human and financial) to bring about the impacts on the planned scale for all identified NRs within the project time frame	Baseline Study	DEV	Low	High	Medium Risk	Prioritize the intervention based on NR focus for the specific landscape	PIU, RSM, JLPC	Annual work plan approval	6 Landscapes and 1 demonstration village identified, land use planning reduced in the new landscapes e.g. concentrating on JFM in Makere South	In progress
						Adopt a phased implementation approach for the landscapes, starting with ones where impact can be achieved/guaranteed	PIU,RSM, JLPC	Annual work plan approval	JLPC approved strategy to focus on most promising villages within landscapes and the Business Development activities have been geared towards these priorities.	
						Communicate the prioritization plan/phasing to all landscapes/districts to avoid unmet expectations	PIU through stakeholder platforms		JLPC decisions communicated to district and landscape stakeholders by PIU and DFTs	
						Emphasis on value for money and realistic expectations during planning and implementation of activities	PIU (including DTAs)	continuous	Monitoring systems in place for fuel consumption Cash payments minimized through use of M-Pesa The more proactive review of activity request and vetting of pay sheets put in place in 2018 resulted more focused implementation practice, lower transport cost and shorter approval times. Also the outstanding advances were reduced significantly.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Weak mobilization of communities and low ownership of project at LGA and community level	Project formulation	OPS	Medium	Medium	Medium Risk	Effective participation of all relevant stakeholders at community level and maximize the use of participatory planning process through application of PRA in O&OD, LUP and 6 steps to CBNRM	DFTs	continuous	Inclusive planning processes established at all levels Presentations at Ward Development Council Meeting planned for next quarter (in line with regular meeting schedules) As of 2018 capacity building will focus at the village NRM governance structures, CBO, IGA, VICOBA etc. Community investment funding will be promoted as an incentive for consolidation of governance structures	In progress
						Start CEPA campaigns early in project implementation for community awareness and creating interest for participation	PIU	y2	Preparation of communication strategy delayed as CEPA experts has not yet been employed/contracted CEPA strategy will be rolled out in the beginning of 2018 with the hiring of a NTA-CEPA	
Different perception of MNRT and PMO-RALG on their responsibility and desired contributions	Project formulation	OPS	Low	Low	Low Risk	Ensure that from the beginning of the project implementation there exist agreement on each other's responsibilities and also on those from Project Management and the NPC.	JLPC	yr 1	Roles and responsibilities are clear	Terminated
JLPC not really effective due to being concerned too much on operational issues and too little on strategy issues	Project formulation	DEV	Low	Low	Low Risk	Streamline JLPC with only strategic institutions and delegate operational monitoring to Technical committees and to Regional and District Stakeholder Meetings	JLPC	1ST JLPC Meeting	JLPC consists of 5 key members only. Operational decision making is done at landscape, district and regional levels. The JLPC reports still reflect a focus on operational issues. With the consolidation of the Enabel regional program and an integrated Financial and Administrative support service the operational issues could be discussed in another forum than the JLPC.	Terminated

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
During upcoming elections of 2015, politicians may use project for their 'political agendas'	Project formulation	OPS	Low	Low	Low Risk	Ensure good and clear communication of the projects intervention and strategy straight from the beginning to all relevant 'players'.	PIU	After formation and settling in of new government	Planning and implementation of project activities has been mindful of the current political situation and there have only been very few incidences of political interference so far.	Terminated
Post election changes of leadership at all levels	During yr 1 of implementation (2015/16)	OPS	High	Medium	High Risk	Ensure adequate communication to brief all relevant levels on project objectives and strategies. Ensure that relevant documents are available at district, ward and village level.	PIU/DFTs	continuous	At Regional Stakeholders meeting in July 2016 a session on project introduction aimed at newly appointed DEDs in all districts was included. The DED clearly have settled in during 2017 and so far no major obstacles for project implementation were reported. In 2019 local elections will be held in October. Work – Plan has taken this into account	In progress
Politically motivated government instructions on land or natural resources management may lead to uncertainty and loss of confidence at the community level with regards to land use planning or CBNRM processes.	Mid 2016	DEV	High	High	High Risk	Increase efforts to educate communities on their rights according to the existing laws, regulations and guidelines regarding village land use planning and CBNRM, including through advocacy and CEPA materials	NTA Gender and Governance/DTAs/DFTs	continuous	Following refusal of approval of VLUPs awareness raising led to acceptance. Facilitation of community dialogues on land resources ownership rights The political intervention of the de-gazetment of Makere South forest reserve is a clear example that the project sphere of influence is limited. The non-continuation of JFM in Makers South is to be accepted. During 2019 there were serious land conflicts in Uvinza resulting in loss of life. This led to a high level government delegation to the district. However law enforcement and politics are not always on the same line resulting in ambiguous conflict resolution.	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Low commitment for continued NRM transformation in the respective sectors, eg Fisheries (BMUs), Wildlife (WMAs) and Forestry (CBFM)	Baseline Study	OPS	Low	Medium	Low Risk	Involvement of respective sectors in decision making as provided for under the institutional structures such as JLPC and RSM	JLPC, RSM	continuous	In collaboration with Scholarships project training on CBNRM has been carried out in all districts (Land, Forestry, Fisheries and Wildlife). Donor interest in Land Use Planning is still OK. USAID funding will incorporate 100 new VLUP.	In progress
Delays of implementation at District level linked to administrative and technical bottlenecks (eg slow approval of VLUP, issuance of user rights, etc)	Project formulation - confirmed by Base line study	OPS	Low	Medium	Low Risk	Provide technical and administrative assistance to Districts to influence bottlenecks, calling on their accountability and on the support through JLPC.	RSM, JLPC	continuous	The budget restrictions during the second half of 2018 resulted in a sharp focus on consolidation of VLUP, VLFR and BMU. Good advances were made.	In progress
						Communicating to CG and monitor their contribution to preventing delays	NPC, JLPC	continuous	Risks to be discussed at RSM and JLCP next quarter.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Low number of existing VLUPs and functioning CBNRM activities will significantly impact the achievement of the desired impacts as the starting point for activities is significantly 'lower' than anticipated in the project formulation.	Situation analysis	DEV	Medium	Medium	Medium Risk	Focus on areas with little conflicts. Ensure not all activities rely on Village land use planning			Village land use plans have been developed/ reviewed in three landscapes taking into account the project strategy to focus on areas with little conflicts. Approvals are on-going at all levels. One of the new landscapes selected is focusing on Joint Forest Management, which does not require land use planning. The low number of VLUP at the start of the project has to be considered as a given fact. It is recently as of 2018 that the project can start with supporting the implementation of these plans. In order to capitalize on the (large) investments for constituting these plans an extension of the project would be justified.	In progress
						Train the District and Village Council in the LUP and CBNRM process so that they are supportive and understand the process and willing to fast track approval of applications.	DFTs and RFT	continuous	Land use planning has progressed well in most landscapes. Areas without existing conflicts are prioritized. During 2017 many capacity building activities took place to strengthen the LGA. In 2018, and in line with the MTR recommendations, the project focused on capacity building of the NRM governance structures at landscape level.	
						Engage service providers to assist in the facilitation of village land use plans (during development and implementation) and the implementation of CBNRM activities	PIU	YR 2 and 3	Identification of suitable service providers prioritized for next quarter. During 2017 very few service providers were identified and the contract facility was hardly used for the implementation of project activities. The PIU should therefore operationalize, in close collaboration with the DTA/DFP, contract management.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Work with decision makers to raise their awareness on the economic importance of CBNRM to gain their support in the process	PIU and DFTs		Consultancy on economic valuation of NR to start next quarter. TOR working group on decision support system developed. Working group lead to be outsourced.	In progress
Low capacity of LGAs in implementing and overseeing agreed interventions	Baseline Study	OPS	Medium	Medium	Medium Risk	Encourage District Councils to place staff with the necessary skills	PO-RALG/RS	continuous	Staffing has improved at some districts, eg town planners, fisheries officer in Buhigwe, Land Officer in Kasulu and Forest officer in Uvinza Through collaboration with scholarships project, the entire DFT participated in NRM training. The rather complex TOC and the M&E system derived from it has not worked. The review of the M&E system and the development of new tools has led in 2018 to a serious improvement of quarterly reporting and a focus on priorities.	
						Engage service providers, including CBOs, NGOs and NRM value chain actors	PIU	start in yrs 2 and 3	There are only few service providers including CBO, NGO and NRM value chain actors available in Kigoma. Local contracting is not easy, but it is also the control of the LGA over implementation modalities that are not always conducive for promoting third party involvement. During 2018 it was foreseen to give the DTA a wider mandate to contract services to third parties. This did not materialize partly because of the budget restrictions during the second half of the year	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Collaborate with other partners in the landscapes/region with the necessary capacity	PIU	continuous	Relevant organizations involved in stakeholder platforms and continuous dialogue on-going	
Low participation and competition with other development partners/NGOs in the landscapes	Baseline Study	DEV	Medium	Medium	Medium Risk	Ensure well functioning stakeholder platforms are established and used for information exchange and coordination at all levels	PIU, DEDs, RAS	by YR 3	The competition for staff is persistent, especially in Uvinza district. This is difficult to solve and the Regional Secretariat has limited powers to intervene in District Planning and Implementation	In progress
Low security in some landscapes, especially areas close to the border	Baseline Study / updated during reflective meeting Dec 2016	OPS	Medium	Medium	Medium Risk	Discuss security issues during LSM and DSM meetings	PIU	by yr2	Security come and go. Conflicts with pastoralists make us decide on two occasions to suspend/postpone activities Although some gender related security issues were reported during the interviews for the 'Gender and governance of NR' consultancy, especially in the Kasulu and Kibondo districts, this was not mentioned as an issue during the landscape stakeholder meetings. We assume that this is incidental.	In progress
						Engage Regional and District leadership to ensure project can operate in a secure environment	RC,DCs	continuous	In case of the incidents mentioned above, the security services handled adequate to protect LGA staff.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Low and inadequate commitment by stakeholders to implement the M&E plan	Baseline Study	DEV	Low	Medium	Low Risk	Develop agreements and implement reporting protocols with other involved stakeholders such as NGOs, Microfinance institutions and value chain actors	PIU	by yr3	<p>The M&E Plan established was too abstract and based on information that could not be obtained from LGA.</p> <p>The M&E plan and data collection tools have presented serious limitations over 2017. The M&E officer resigned in 2017 and in October 2017 a review process was started. Key tools have now been adjusted and a newly contracted NTA M&E is to put it in place.</p> <p>First results look OK, and we are confident to face the final evaluation foreseen in September 2019.</p>	In progress
Limited viable NR business and economic opportunities in the landscapes	Project formulation - confirmed by Baseline study	DEV	Medium	Medium	Medium Risk	Facilitate capacity building for development of NR related businesses	PIU	by end of yr 3	<p>Training on business skills and business management emphasized. Consultancy on business opportunities to be procured next quarter</p> <p>Addition of business skills coach to PIU team proposed to next JLPC</p> <p>Training is set in motion, coaching of PIU started by new ITA/Co-Manager. Two private sector studies carried out in Kigoma region by BTC and value chain assessments realized by SAKIRP. Conclusion is that Business Development, especially SME in agriculture - Fisheries- NR at village level has a long way to go.</p> <p>The project should seek collaboration with specialized agencies such as SIDO</p>	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Implement and promote NR governance incentives such as BMUs, PFM, Producer Associations (eg beekeepers) and pastoralist groups	DFTs	by end of yr 3	Initial training on BMUs has been carried out in villages in Uvinza District. SP training explained benefits of CBNRM LED component of the project is at serious risk: the assumption of the potential for LED after 'ownership' of NR by villages is not emerging yet but for a few exceptions. The charcoal and timber markets are not transparent which makes project intervention difficult. Its mandate to in these most important economic change drivers is not clear.	
						Search for and develop value adding opportunities with high value chain economic potential and offer capacity building in best practice models for investment.	PIU	by end of yr 3	NRM4LED can build on some of BSPKs initiatives. Further strengthening of well-functioning beekeeping cooperatives included in next work-plan.	
Low availability of adequate technical know-how on economic development and value chains with service providers	Project formulation	DEV	Medium	Medium	Medium Risk	Procure experienced service providers for the necessary know-how and techno-packages and outreach materials.	PIU		Assessment of this know-how will be part of business opportunity study to be procured next quarter. Study has not been carried out. NTA-Business Development has difficulties in developing leadership role of project. Little support from the LGA.	In progress
						Where techno-economic packages do not exist, use PTT through expert work groups to develop the toolkits, manuals CEPA and training capacity in thematic areas.	PIU		not yet started	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Vested interest of local businessmen and allies for unsustainable exploitation of NR	Project formulation	DEV	Medium	High	High Risk	Focus of project on village land and facilitate the support of LGA for recognition and registration of user rights to CBOs and VNRCs	PIU	by yr 3	All activities in landscapes except for South Makere Forest Reserve are focused on village land as per landscape selection criteria As stated before, Timber and Charcoal markets are not transparent and the project has insufficient mandate to promote inclusive sustainable market development.	In progress
influx of refugees in the selected landscape disrupting activities.	Project formulation	DEV	Medium	Medium	Medium Risk	Negotiate during site selection that the area is village land and not general land and therefore free from any conflict, hindrance or potential invasion by refugees. - Done Carry out risk assessment in villages adjacent to Refugee Camps to identify risks and opportunities.	PIU, RSM, JLPC	by yr 3	UNHCR has been included as stakeholder in the RSM. At District level, NGOs like CEMDO and REDESO are members of DSM in order to coordinate activities and also explore economic opportunities for villagers e.g. through selling of poles. The availability of abundant and cheap labour by refugees opens economic opportunities: More land can be cultivated (by small and medium investors) putting pressure on NR. Makere South forest is example.	In progress
LGA and community beneficiaries perceiving the project as a BTC donor project and are only interested in the allowances.	Project formulation	DEV	Medium	Medium	Medium Risk		DSM,RSM		PIM developed and approved by JLPC. All Activity requests from district level have to be signed by DEDs Financial reports are presented at DSM, which are chaired by DEDs Detailed analysis of 2017/2018 annual work-plan reveals a strong tendency towards maximizing DSA payment and little focus on cost efficiency and sustainability.	Terminated
						Focus on quick wins in economic opportunities and a market oriented approach to business training	PIU, DTAs	continuous	Culture of dependency on inputs from project is actively discouraged at all levels and especially in result 3 focus will be on merit based participation.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Through regular O&OD meetings at villages, make them aware of the benefits of the actions so that the community take ownership.	LSM		Most activities are taking place at the village level, providing opportunity to reiterate the benefits	
Ineffective control of financial information at District level and questionable reliability and inconsistency in report data. TERMINATED AS PROJECT IS REGIE	Project formulation	FIN	Medium	Medium	Medium Risk	Prepare PIM early and provide orientation and training and hands on guidance in its use.	PIU	end of yr 1	PIM to be updated in line with updated Country manual next quarter. The PIM was updated in 2017. The Enabel approach for setting up a 'Kigoma Program' around the three projects that are serviced by shared Financial and Administrative unit will require a harmonization between the PIM of NRM and the other two projects.	Terminated
						Provide administrative backup from PIU to districts to help improve quality of financial reporting	AFO/DTAs		AFO conducts visits to support DTAs in financial reporting. Districts currently report frequent delays in payments and a district accountant could streamline better. A district accountant for the three Enabel projects is foreseen in the shared service unit.	
						Centralize key procurement at BTC Resident Representative office	PIU		Procurement is done at the project level with support and supervision from RR office. Within the proposal for the shared service unit, procurement for the three projects will be harmonized and the role of the RR office streamlined.	
						Organize regular financial audits, both internal and external and deal with issues through management reports.	PIU	from yr 2	The 2017 external audit by the Belgian Government Auditor concluded that most issues identified in 2016 were addressed in 2017. Districts currently report frequent delays in payments and a district accountant could streamline better. A district accountant for the	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
									three Enabel projects is foreseen in the shared service unit	
Withdrawal of orientation trainings offered by the government to the newly elected/appointed/recruited leaders from village leads to decreasing levels of good governance	Project implementation	OPS	Medium	Medium	Medium Risk	Emphasise good governance and empower the village and ward leaders to raise awareness on economic opportunities through CBNRM. Ensure that power balance is not skewed in favour of VNRCs by involving village governments in training and ensure all know their roles, responsibilities and boundaries.	DTA/DFT	from yr 3	Inclusive implementation processes established at all levels Study tours and meetings scheduled for the next financial year support participation of leaders from village and ward levels. In 2017 governance and conflict management was put central during a training for DFT, village authorities and VNRC's that was implemented by BLUWAT consultants. The training was based on an extensive training needs assessment carried.	

3 Steering and Learning

3.1 Strategic re-orientations

During the year under review the project has been able to integrate a fair number of the recommendations of the Mid-Term Review and to implement the 2 year masterplan elaborated after the MTR. (See also 4.2: recommendations of the MTR) Some examples:

- Synergy at landscape level was enhanced by creating APEX associations integrating the BMU of Lake Tanganyika and Nyamagoma-Sagara landscapes
- JFM was abandoned in Makere South and instead 6 VLFR were created, a process that is near completed.
- The M&E system was reviewed and new tools were developed and introduced. The project can now report more result oriented and reporting from the LGA has improved.
- Decentralized decision taking at village and landscape level was promoted by setting up a training program for para-professionals and is included into the design of the Community-Investment Strategy, LED was brought to the forefront.
- With the Community Investment Strategy
- Additional CCRO activities were included into the work-plans.

With regard to the strategic orientations proposed after the MTR the project has made good progress:

- Assess the possibility of a (budget neutral) extension of the project up to the end of 2020

A proposal for a 6 month extension was prepared and presented to the JLPC in October 2018. This proposal was, together with the required budget review, approved and presented to Enabel.

- Define the 'Landscape Approach' as a government policy for integrated NRM

No follow up was given during the year under review because of insufficient leadership by the MNRT. Since the landscape approach is being used now in several programs under the umbrella of the MNRT and PoRALG (E.g.: Enabel in Kilombero Valley and USAID with JGI in Kigoma) one would have expected certain guidelines for policy development. These were not given, and it is no longer seen as a priority by the project to develop this policy during the last year of implementation.

- Facilitate and consolidate a landscape governance structure.

Because of insufficient policy guidelines, the project only further developed the APEX model for the BMU. Organizational integration through the VNRC and VLUM has not taken off and will not be pursued further.

- Operationalize the modality for contracting services with third parties.

Because of this being a relevant issue for Enabel implementing practice, the policy has been reviewed and a new set of guidelines to facilitate partnerships with (financial) service providers were announced by the Belgium Minister for Development Cooperation. These guidelines still need to be worked out at operational level, but this will be too late to be able to include them into the operational management of NRM-LED, now starting its final year of implementation.

Based on the proposal for the 6 month extension, the project did formulate a phasing out strategy. The 2019 work-plan was formulated around the following strategic considerations:

- Consolidate the CBNRM process by finalizing all the steps in the establishment of VLUP, VLFR and BMU.

As already reported before, all of the VLUP are approved by the District Councils, but some of them still require some final touches to be presented for registration by the Zonal Commissioner for Lands in Tabora. The 2019 Work-Plan has taken this into consideration and it is well possible that we will be able to succeed. 24 of the 33 VLFR (with corresponding by-laws) are now approved and the 2019 work plan foresees the finishing of 12-14 more. Some VLFR might be abandoned. The 6 BMU will be registered by the Director of Fisheries during his planned visit in March 2019.

- Strengthen the capacity of village level governance structures to implement the by-laws.

A refresher training activity will be rolled out in 2019 in all landscapes to provide the village level CBNRM governance structures with the required knowledge and skills to implement the by-laws. Through a TOT all DFT will be given the framework required to implement the village level training for VLUP, VNRC and BMU governance.

- Capitalize IGA/CBO and VICOBA to boost NR related local economic development

The Community Investment Strategy will be rolled out in 2019, consisting of 3 major activities. All 73 para-professionals will be trained on leadership and training skills, 60 micro projects will be funded to support IGA/CBO and VICOBA to improve NR related production and trade while it is expected to have 12 business plans developed by SME's that want to invest into NR related business opportunities in the 6 landscapes.

- Systematize, document and share the project experiences to facilitate replication of CBNRM in the region.

Several products have been identified to be left at the disposition of the RS and the LGA to continue capacity building at village and district level, to promote investments in NRM and to inform a wider public of the achievements and challenges of the NRM-LED project.

3.2 Recommendations/Lessons learned

The recommendations of the MTR have been systematized and commented on in the table in annex 4.2

4 Annexes

4.1 Quality criteria

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

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

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

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFECTIVENESS : total score	A	B	C	D
		X		
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
	A Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.			
X	B Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.			
	C Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.			
	D The intervention will not achieve its outcome unless major, fundamental measures are taken.			
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?				
X	A The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.			
	B The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.			
	C The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.			
	D The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.			

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).				
<i>In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D</i>				
Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		X		
4.1 Financial/economic viability?				
	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.		
	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.		
X	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.		
	D	Financial/economic sustainability is very questionable unless major changes are made.		
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?				
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.		
X	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.		
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.		
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.		
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?				
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.		
X	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.		
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.		
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.		
4.4 How well is the intervention contributing to institutional and management capacity?				
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).		
X	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.		
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.		
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.		

4.2 Recommendations of the Midterm Review

	Recommendations	Actor	Validation by PIU and Follow up 2018 planning
1	Continue working in the 6 landscapes that are covered at present and not extend the direct interventions to other villages and landscapes.	MTR	Accepted by the PIU and JLPC with focus on strengthening governance structures, IGA and CBO leadership, VICOBA's. Training of village para professionals through mentoring and coaching. For 2018 we will assess how to involve Ward extension officers in village level training programs. Also we will assess the possibilities to set up APEX associations representing the landscape with the possibility to make them budget holder for community investments that support CBNRM practice.
2	Indirect interventions, i.e. collaboration between project villages and other villages within the landscape can however be supported in order to create synergies within the landscape.	MTR	Close follow up of the APEX experience with the Lake Tanganyika landscape and find out if this model can be replicated to promote inter village linkages on CBNRM implementation. In 2018 the APEX model was extended to Nyamagoma-Sagara BMU
3	The MTR recommends that Makere South – Kagerankanda be reconsidered as it poses significant elements of risks that cannot be guaranteed to be resolved quickly.	MTR	The PIU asked for JLPC instructions on this rather compromising recommendation. The JLPC instructed the PIU to closely monitor the developments. Which was done and it was concluded that initiation of joint forest management did not have much added value because of the state of depredation of the remaining forests. It was decided to focus on VLFR. At the end of 2018 6 VLFR were constituted in Makere.
4	Not to extend the support to School Clubs for Natural Resources Management but concentrate on the core activities of the project i.e. village/landscape level activities.	MTR	This recommendation was supported by the PIU and also by the JLPC. However it was suggested to look for other alternatives to reach out to the youth and young adults. In 2018 it is foreseen to assign each NTA a special youth chapter to develop alternatives with the DFT. This did not materialize in 2018.
5	Recruiting a team leader for the DSS and an NTA	MTR	The recruitment of a DSS team leader failed on 2 occasions. The budget for district

	for the CEPA, The following recommendations are largely structured according to 4 outputs or pathways of the NRM4LED.		<p>facilitation on developing DSS has been exhausted without delivering any concrete results. For the remaining project period we should make an effort to put the DSS in place using the identified building blocks for decision taking. The “Valorisation of Natural Resources” study carried out by BIOTOPE consultants is a good starting point.</p> <p>During 2018 the DSS working group reconvened and used the Biotope report to formulate TOR to develop a ‘Guide for Decision Takers’. The contracting of a consultant was put on hold because of budget restrictions in 2018 but will be finalized in 2019</p>
6	NRM4LED pays more attention to accompanying a reflection process on the NR plans and the implementation of what was decided in these plans.	MTR	<p>We agreed with the PIU that the reflection process depends on the level of comprehension of the Theory of Change (TOC) with the implementing staff. This is a problem and in October 2017 this was addressed during a BTC Backstopping Mission. An assignment was given to the DTA/DFP to reformulate the intermediate stages of the TOC into a concept that was better understood by the DFT. This was realized in combination with a review of the indicators used in the M&E reporting formats (MT-01 to MT-04). As of January 2018 the newly contracted NTA-M&E was given the specific task to include the district findings into a re-design of the M&E system.</p> <p>In January 2018 PIU and DFP were instructed on contributing to the Annual Results Report and specifically were asked to reflect on Impact, Effectiveness, Efficiency and Sustainability, making their contributions were more reflective.</p>
7	Decentralised decision-making and representation within the village (e.g. of women, young people, different ethnic groups...) have to be strengthened	MTR	<p>It is foreseen to present a discussion paper to the 8th JLPC to set up landscape governance combined with a (modest) budget for community investments Decentralized decision is planned in this proposal by assigning budget responsibility to the landscape committee or APEX.</p> <p>This did not materialize in 2018 because of priority setting due to budget restrictions. The Community Investment strategy developed in 2018 and to be rolled out in 2019 foresees decentralized procurement of</p>

8	NRM should be linked with the role of villages in LED, IGA and VICOBA/SACCOS.	MTR	<p>For 2018 extra capacity building for IGA and VICOBA/SACCOS is planned while we are developing a proposal for partnership with a finance organization. A grant agreement with Post Bank has been explored. In view of the duration of the project and the reduced budget reservation it is however not recommended to develop a grant proposal because of the lengthy approval process with Enabel.</p> <p>One solution might be to share funding with the grant that is under development by SAKiRP with the Vision-Fund of World Vision for of value chain finance. NRM-LED could chip in under specific conditions.</p>
9	Supporting to the issuing of CCROs in an inclusive process might further contribute to improved governance and management of NR and strengthening of the local capacity.	MTR	<p>In each of the landscapes the pilot with CCRO is advancing. In principle the first 550 CCRO per landscape are funded by the project, after that issuing will be based on cost sharing with beneficiaries, district administration and the project. The project has ordered 3 printers to be purchased to support the district. Ink cartridges will be bought by the district and financed by a beneficiary contribution. The district has been requested to forward a proposal. Also the districts have been requested to make a solid cost analysis of the preparation of CCRO. We want to know the real cost per beneficiary, based on all expenses realized during the pilot. This could be a basis for setting up a realistic cost sharing agreement with beneficiaries.</p> <p>In 2018 the CCRO exercise was extended to 3 more landscapes and a cost analysis is under preparation. The cost-sharing on CCRO has been integrated in the mini-project co-funding scheme to be rolled out in 2019.</p>
10	To Train local villagers to become trainers/coaches for other villages/IGAs on management of the VFR, BMU as well as the management of IGA's.	MTR	<p>In the 2017 – 2018 annual plan a number of activities for training and coaching of IGA, CBO etc. have been planned. It is however still ad-hoc, supply driven and without a clear curriculum and follow up planning. During Q1 of 2018 instructions will be given to the PIU to coordinate with the districts and formulate a demand driven harmonized training program for all the landscapes. Curriculum development and training materials will be coordinated with the NTA.</p> <p>The paraprofessional training program was set up for implementation in 2018 but was postponed because of budget restrictions. It will now be rolled out in 2019</p>

11	The implementation of the NRM4LED projects brings to the forefront some aspects of NRM policies that could be reviewed in order to gain optimal efficiency and effectiveness of the CBNRM processes.	MTR	<p>It is recognized by the MNRT that some of the NRM policies need adjustment. In January the manager of NRM-LED participated in a conference to review the 1998 national forest policy. A draft policy is now available for review by the legislative. Many relevant issues have been addressed, but it is not clear if the CBNRM processes have been subject of the review.</p> <p>This recommendation still holds but it is not seen as a role for NRM4LED to take a lead. The final evaluation should especially consider efficiency of the CBNRM process.</p>
12	Allow communities to negotiate prices of NR products such as timber, poles, charcoal, fuelwood, etc.	MTR	<p>This will depend on partnerships between (timber) business and communities that have a forest harvesting plan. There are still a good number of harvesting plans to be drawn up and this will be prioritized. The project should start to facilitate the development of partnerships.</p> <p>No follow up given in 2018. Focus was on finishing CBNRM process. Business Plan Competition planned in 2019 can bring refreshing insights.</p>
13	The ongoing strategy in the tobacco industry to promote CBFM needs to be investigated as an additional value chain	MTR	<p>There is not yet a clear vision on eventual collaboration with the tobacco industry. Beginning 2018 a mission was undertaken by Enabel to identify possible value chains for the future Kigoma program, but this merely concentrated on the coffee sector. The report is not yet out.</p> <p>The project will plan for a short consultancy in 2018. Not done because of budget restrictions, no longer planned for in 2019.</p>
14	MNRT and its departments and agencies need to better enforce NR laws and regulations.	MTR	<p>Improved law enforcement was one of the topics of the as discussed under recommendation 11.</p> <p>Law enforcement was evident in 2018: Illegal fishing and forest reserve encroachment were targeted in the region in various districts. This cannot be attributed to the project.</p>
15	The MNRT must take the lead in promoting NRM for LED.	MTR	<p>This is not in the sphere of influence of the project. In the review of the National Forest Policy as discussed under recommendation 11 several aspects of economic</p>

			policy were addressed such as: Inadequate emphasis on investments, especially with regard to forest industries development and human resource capacity and inadequate emphasis on the requirement of professionalism in management of all forests and industries. These issues are however more addressing the industrial aspects and not community based economic development.
16	MNRT should bring together a wide group of NR stakeholders to develop a national programme with priority landscapes where NTM can be promoted.	MTR	<p>A proposal to include this recommendation and the free resources will be forwarded to the 7th JLPC to be held in February 2018.</p> <p>This was not realized due to insufficient leadership role of MNRT.</p>
17	Building Bridges between District, Landscapes, Ward and Villages (All outputs)	MTR	<p>The involvement of Ward extension services with the training and coaching of village mentors and paraprofessionals for strengthening NRM governance structures, IGA, CBO, etc. has been proposed under recommendation 10.</p> <p>Ward extension officers are now part stakeholder meetings, various training and awareness raising activities.</p>
18	In each of the landscapes, the projects focuses on up to three value chains: beekeeping, wood products and lake/river fisheries.	MTR	<p>These have been identified and are at the centre of the BDS training program started up after the contracting of the NTA-BDS. However sometimes we find interesting IGA groups that we don't want to leave out such as weavers of baskets and other utensils that work with non-timber forest products. Considering the preconditions required to start up a value chain approach in the landscapes where we work and the time left for the project, it is no longer recommended to start a full value chain approach with the different steps required. The strategy will have to focus on creating the preconditions required.</p> <p>Para-professional training and community investment strategy formulated in 2018 and to be implemented in 2019 are specifically directed at these groups.</p>
19	Integrate the role of Village Councils in LED in the process of management of natural resources	MTR	<p>Village council members now invited to most of the training and awareness raising activities organized by the project.</p> <p>As of 2018 village chair to approve allowances to VNRC and BMU and for</p>

			refreshments during assemblies organized by project.
20	Focus on technical and management training	MTR	Training program on technical and organizational knowledge and skills set up for 73 'para-professionals' in 7 distinctive technical disciplines. Training program partially rolled out and part of the 2019 work-plan
21	Provide assets (including infrastructure) to groups of producers instead of creating a revolving fund via VICOBA's	MTR	Micro-Project Co-Funding scheme set up in 2018 and to be rolled out in 2019 as part of community investment program directed at capitalizing groups with materials, equipment and access to service-providers

4.3 Decisions taken by the steering committee and follow-up

	Decision				Action			Follow-up	
N°	Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
1	Min 1/04/2015 JLPC approved inception plan and budget	Feb-15	JLPC minutes		PIU to take into account comments and recommendations made by JLPC	PIU	not given	Requested editorial changes made	CLOSED
2	Min 1/04/2015 JLPC approved extension of Inception period from 9 to 10 months	Feb-15	JLPC minutes						CLOSED

3	Min 1/06/2015 JLPC approved Project Implementa tion Manual	Feb-15	JLPC minutes		Referencing of source documents needs to follow established referencing procedures, eg title, author/organisation, year	AFO	not given	Requested editorial changes made	CLOSED
4	Min 1/07/2015 JLPC approved TOR for baseline study	Feb-15	JLPC minutes		Incorporate comments from JLPC especially regarding landscape selection as part of baseline	Co-PM		Landscape selection has been removed from the scope of services	CLOSED
5	Min 2/02/2015 JLPC accepted change in agenda - omission of presentatio n of implementa tion plan.	Jul-15	JLPC minutes		Implementation plan to be presented at next JLPC meeting	PM/Co -PM		Project Implementation plan was developed after receiving final baseline report and presented during the 3rd JLPC Meeting	CLOSED

6	Min 2/4/2015 JLPC approved Progress report January- July 2015	Jul-15	JLPC minutes		PIU to share final baseline report with JLPC members	PM/Co -PM	After accept ance of final report	Final report received, accepted and sent out to JLPC members	CLOSED
7	Min 2/4/2015 a) JLPC approved the change from Communica tion Education and Public awareness NTA to Consultant	Jul-15	JLPC minutes		PIU to prepare TOR for consultancy	Co-PM	not given	TOR in preparation	CLOSED

8	Min 2/4/2015 c) JLPC approved changes in Project Implementation Manual as a consequence of changes in government per diems	Jul-15	JLPC minutes		JLPC cautioned that an increase of >50%, which was not foreseen in the TFF means that project has to be vigilant to achieve value for money and avoid double payments, eg if there is food provided in meeting/workshop, this should be deducted from per diems	AFO	continuous	JLPC decision is being implemented and monitoring is on-going	CLOSED
9	Min 7/4/2015 JLPC approved annual workplan	Jul-15	JLPC minutes		JLPC recommended that project make use of service providers as much as possible in order to achieve the results timely.	PIU	not given	Assessment of service providers started during Situation analysis	ONGOING
10	Min 3/4/2016 JLPC to approve Project Implementation Plan	Feb-15	JLPC minutes		JLPC agreed to proposed strategic re-orientation towards focusing on areas with minimal conflicts and where positive results are likely to be achieved within the project time. Project management needs to ensure this is well understood by all stakeholders.	PIU		The Project implementation plan was approved during the JLPC meeting	CLOSED

11	Min 3/7/2016 JLPC to approve progress report Jul-Dec 2015	Feb-15	JLPC minutes		JLPC advised project management to also report against targets			The Progress report was approved during the JLPC meeting	CLOSED
12	Min 3/9/2016 JLPC to approve Annual Results Report	Feb-15	JLPC minutes		JLPC instructed project management to ensure that Annual results Report (ARR) is shared at regional level before being presented at JLPC.	PM/Co-PM	Jan 17	JLPC instruction has been implemented for ARR 2016.	CLOSED
13	Min 3/11/2016 JLPC to approve use of grant agreements in NRM4LED	Feb-15	JLPC minutes		JLPC recommended that project make use of grant agreements in order to achieve the results timely.	PM/Co-PM	not given		CLOSED

14	Min 4/4a/2016 JLPC approved Progress and Financial report 2015/2016	Aug-16	JLPC minutes		JLPC instructed the project team to add a section of the way forward; be consistency with the details of data throughout the report; refer to the TOC in the implementation part of the report. In future, the progress report to be represented as a single matrix containing both, physical and financial details.	PIU	Next JLPC	A single Matrix Reporting template is in place & tested at District level	CLOSED
					JLCP instructed the project to give priority to introducing project at ward levels as councillors are important stakeholders	District teams	Next JLPC	District teams are introducing projects during regular WDC meetings in the landscapes. By next JLPC the project introduction at ward level will be completely done	CLOSED
15	Min 4/5a/2016 JLPC approved recruiting NTA for Business skills development	Aug-16	JLPC minutes	PIU	Recruitment of expert on Business skills to be within the NTA budget	PIU	ASAP	The expert on Business skills already recruited and he is expected to report to his job station at 1st February 2017.	CLOSED

				PIU	JLPC advised the project team to look for opportunities for synergies with the private sector for coaching	PIU	not given		ONGOING
16	Min4/6/2016 JLPC approved Annual work plan 2016/17	Aug-16	JLPC minutes		JLPC advised that Institutional capacity building to be explained in more details with an inclusion of gender aspects	PIU	Next JLPC	Gender strategy is in place and clearly explain how gender aspects are integrated on Institution Capacity building.	CLOSED
					JLPC agreed that outsourcing to adequately qualified persons to improve implementation is needed, while the focus should also be on capacity building for LGAs.	PIU	n/a	The PIU is working on clearing the backlog on consultancies. This quarter three one tender for conducting TOT on Natural Resources governance and Conflict Management were achieved and the remaining two are in a final stages.	ONGOING

17	Min 4/8/2016 JLPC approved the proposal for the existing Co-PM to reduce her time on the project to about 30%	Aug-16	JLPC minutes		JLPC agreed that a slightly junior person should be recruited to assist the Project Manager on day-to day management, while the role of the current NTA would be technical and strategic oversight.	BTC	October 2016	Recruitment of Co-Manager was done in September 2017.	CLOSED
18	Item No. 5/3/2017 . JLPC approved matters arising from 4th JLPC meeting	Mar-17	JLPC minutes		JLPC agreed that a close follow-up with the PO-RALG office should be made in order that LGA consider including LUP in their planning and budget.	PO-RALG	Next JLPC		ONGOING

	Minute No. 5/3/2017.3				JLPC agreed that, the PM should make a close follow-up with the PO-RALG office in Dodoma to make sure that the office release the LUP guideline to LGA in Kigoma which will assist in guiding through the accomplishment of LU activities in the project area	PM	Next JLPC		ONGOING
19	Item No. 5/4/2017: JLPC approved six months Physical and Financial Progress Report (JULY – DEC 2016).	Mar-17	JLPC minutes		Minute No. 5/4/2017.3: JLPC agreed that RAS of Kigoma should write an official letter to PO-RALG office in Dodoma to request for more staffs to fill in the vacant areas of staff in the area of Natural resources and other fields so that the current on-going projects and the ones to come should get the required attention to realise the intended deliverables.	RAS-KIGO MA	Next JLPC	The PM discussed with Assistant Administrative Secretary for Administration and Human resources who said that each LGA is mandated to request staff/experts to PO-RALG. The PM also discussed with the Acting RAS who was the Chair of the RSM 3rd March 2017.	CLOSED

					Minute No. 5/4/2017.4: JLPC agreed that, grant agreement will not be offered as it is beyond the setup of this project. It was PROPOSED that PM should discuss with the Co-chair on other possible options like using consultancies instead of grant agreement.	PM			CLOSED
					Minute No. 5/4/2017.5: JLPC agreed that both MNRT and PO-RALG office in Dodoma should try to bring to the attention of the government that Natural Resources should be considered to be in the list of the National priority sectors since contributes a lot to the wellbeing of people but receive little attention in their management.	MNRT & PO-RALG	Next JLPC		ONGOING

20	Item No. 5/5/2017:JLPC approved Budget Modification/change and decision subject to minor improvement	Mar-17	JLPC meeting		Minute No. 5/5/2017.2: JLPC agreed that the approval of the modifications will only be granted when the PIU submit the updated narrations to explain the justifications for this request particularly on the money to be removed from the Micro project activity. It was further AGREED that the PIU are given one week to make those adjustments and submit the updated version to Chair and Co-chair for approval on behalf of other JLPC members	PIU	14-Mar-17	Detailed budget modification submitted and approved	CLOSED
21	Item. No. 5/8/2017:JLPC approved annual results reports 2016	Mar-17	JLPC meeting		Minute No.5/8/2017.2: JLPC agreed that a summary note to introduce the significance of the report, requirements by the Belgium government and the usefulness of the report with regards to the development of project should be prepared and submitted to Chair and Co-chair for reference.	PIU	ARR 2017		CLOSED

22	Item No. 5/9/2017: JLPC approved revision of the Project Implementation Manual (PIM) and decisions	Mar-17			Minute No. 5/9/2017.2: PIU to submit to the Chair the list of the proposed changes that have been incorporated in the PIM in a separate file.	PIU			CLOSED
23	Min 6/3/2017: Approved Matters Arising from 5th JLPC Meeting	Aug-17	JLPC Meeting		Close follow-up by PO-RALG representative on availability of guidelines for LGAs inclusion of LUP in development plans and budget	PO-RALG	Oct-17		ONGOING
24	Min 6/4/2017: Approved Progress and Financial Report (July 2016 –June 2017)	Aug-17	JLPC meeting		Work plans and budgets should not be too ambitious taking on board only what can realistically be implemented and achieved.	PIUs		Taken care in 2017/2018 work plan	CLOSED
					Align project work plans with district work plans to avoid too many demands on the few technical staff at the LGAs.	PIUs			ONGOING

					Quickly organise a lobbying meeting to raise awareness and accountability of DEDs with regards to project activities. The meeting should include DCs and RC.	PIUs			ONGOING
					All documents generated during project implementation should be correctly kept for reference and accountability at PIU office.	PIUs			ONGOING
25	Min 6/5/2017: Approved Issues arising from Regional Stakeholders Meeting (RSM)	Aug-17	JLPC Meeting		RSM took consideration of the government decision to apportion part of the forest to the surrounding communities hopefully putting the conflict to an end. JLPC Directed PIU to follow up development of the matter and propose a way forward during the next JLPC meeting	PIUs			ONGOING

26	Min 6/6/2017: Approved MTR Recommendations and Action Plan	Aug-17	JLPC Meeting		JLPC members noted the recommendation of MTR that the 5% of revenue cess at LGA is not enough. JLPC members requested the matter to be forwarded to respective sector ministries for further discussion and decision.	PIUs			ONGOING
					JLPC noted the recommendation of MTR that illegally obtained forest products are cheaper than legal ones. JLPC members requested the matter to be forwarded to respective sector ministries for action.	PIUs			ONGOING
					JLPC agreed that VICOBA/SACCOs should be supported in management capacity and grants for the few good performers so that they can support back investments in NR. JLPC approval will be sought before such grants are made.	PIUs			ONGOING

					JLPC agreed with MTR that there should be no investment on patrol boats. JLPC directs the PIU to make detailed study on relative benefits of the numerous needs for support to BMU like landing sites, cold storage and the like.	PIUs			ONGOING
27	Min 6/7/2017: Statement by co-chairperson on work-plans and budgets	Aug-17	JLPC Meeting		JLPC instructed PIU to prepare explanations as to why there has been slow pace of implementation of activities and share it with JLPC members.	PIUs			
28	Min 6/8/2017: Approved Work plans and Budgets (July 2017 –June 2018).	Aug-17	JLPC Meeting		JLPC directs the PIU to submit the revised budgets to JLPC members by Monday 4th September 2017	PIUs			CLOSED
29	Min. no. 7/4/2018:4 Budget cut of 1 million Euro	Feb-18	JLPC Meeting		JLPC agreed that Budget cut of 1 million Euro should be resolved at government level and communicated to MNRT/PO-RALG as soon as possible	MoFP & BTC			ONGOING

30	Min. no. 7/4/2018:4. 5% of revenue cess at LGA is not enough	Feb-18	JLPC Meeting		5% of revenue cess at LGA is not enough. JLPC members from MNRT and PO-RALG push for this and report progress in the next JLPC meeting	PO-RALG and NPC			ONGOING
31	Min. no. 7/5/2018:1 Slow implementation pace in the first half of year 2017/18	Feb-18	JLPC Meeting		Due to slow implementation pace in the first half of year 2017/18, JLPC expressed the need for the project to start request for extension of project duration	PIUs			CLOSED
32	Min. no. 7/5/2018:2 High staff turnover	Feb-18	JLPC Meeting		Due to high staff turnover which affected consistency and implementation pace, JLPC agreed that BTC/Enabel should conduct a thorough study on the reasons of high staff turnover and improve the situation	BTC			CLOSED

Budget cut of 1 million Euro should be resolved at government level and communicated to MNRT/PO-RALG as soon as possible	21/02/2018	Steering committee		JLPC agreed that Budget cut of 1 million Euro should be resolved at government level and communicated to MNRT/PO-RALG as soon as possible	SMIS Tom	N/A		In Progress
5% of revenue cess at LGA is not enough. JLPC members from MNRT and PO-RALG push for this and report progress in the next JLPC meeting	21/02/2018	Steering committee		5% of revenue cess at LGA is not enough. JLPC members from MNRT and PO-RALG push for this and report progress in the next JLPC meeting	Mwakalukwa Ezekiel	N/A		In Progress
Due to slow implementation pace in the first half of year 2017/18, the project need to start request for extension of project duration	21/02/2018	Steering committee		Due to slow implementation pace in the first half of year 2017/18, JLPC expressed the need for the project to start request for extension of project duration	DE VRIES Jeroen	N/A		In Progress

Due to slow implementation pace in the first half of year 2017/18, the project need to start request for extension of project duration	21/02/2018	Steering committee		Due to slow implementation pace in the first half of year 2017/18, JLPC expressed the need for the project to start request for extension of project duration	DE VRIES Jeroen	N/A		In Progress
Due to high staff turnover which affected consistency and implementation pace, BTC/Enabel should conduct a thorough study on the reasons of high staff turnover and improve the situation	21/02/2018	Steering committee		Due to high staff turnover which affected consistency and implementation pace, JLPC agreed that BTC/Enabel should conduct a thorough study on the reasons of high staff turnover and improve the situation	SMIS Tom	N/A		In Progress
JPLC approved the proposal and justification for 6 months project extension	16/10/2018	Steering committee		The project submitted the request for extension to Ministry of Natural resources in November 2018	Mayuma Cheyo	N/A		In Progress
JLPC approved budget review (from 6 to 5 million Euro) which	16/10/2018	Steering committee		PIU was advised to prepare detailed work	DE VRIES Jeroen	N/A		In Progress

JLPC approved budget review (from 6 to 5 million Euro) which	16/10/2018	Steering committee		PIU was advised to prepare detailed work	DE VRIES Jeroen	N/A		In Progress
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Quarterly Snapshot Report (generated on 18/01/2019 10:19)

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includes the proposed project extension for 6 month		e		plan which includes optimization of LUP, VLFRs and BMU				
JLPC directed PIU to enrich the progress report to include results achieved instead of focusing on implemented activities only	16/10/2019	Steering committee		Organizing internal evaluation/survey will enable the project to identify results achieved annually	DE VRIES Jeroen	N/A	Internal survey was organized in December 2018	In Progress

4.4 Updated 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	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		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
		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 (%)	<ul style="list-style-type: none"> • Mid Term review Report • Final Evaluation Report 	13%	16%	32%	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		of service providers in NRM)					<ul style="list-style-type: none"> to support sustainable use of NR; Investment plans of private sector and government, population growth, refugee influx, NR harvest pressures, land grab, pastoralist issues and climate change do not outpace growth of CBNRM institutional capacity.
		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 across gender (% of HH)	<ul style="list-style-type: none"> Mid Term review Report Final Evaluation Report CBNRM, CBO records 	59%	71%	90%	
		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
		Number of villages/districts integrating activities related to natural resources management and coordination in their village/district development plan	<ul style="list-style-type: none"> Village/district development plans and report Project progress reports 	0	2	6	
				0	8	35	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		Districts (number) Villages (Number)					<ul style="list-style-type: none"> LGA involves representatives of different users and women of village in V&DDP LGA responsive to CBNRM needs
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 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 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%	
		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%	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		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 • LGA makes efforts to control illegal trade of NR
		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 key NR users in the region	Project District reports	25	32	60	

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
							<ul style="list-style-type: none"> 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							

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
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	Project progress report				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		O&OD Toolkit for NRM during DDP					
		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 3 years strategic plans for VDP and DDP	<ul style="list-style-type: none"> • Project Progress reports • VDPs/DDPs 				
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				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
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 				<p>C, R, LGA and politicians support processes for approval and registration of Village boundaries and LUP and for user rights of CBO's.</p> <p>Political agendas supportive of CBNRM and reduce potential conflict of multi-users & vested parties.</p> <p>More transparent governance processes allowing better dealing with external influences.</p>
		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 VLUPs approved by Village assembly	<ul style="list-style-type: none"> • Project Progress reports • District reports 				
		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 				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
			<ul style="list-style-type: none"> 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 				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
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				
		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 				<p>Status of natural resources allows sustainable and financially viable harvesting or value added trade/business.</p> <p>Taxation and fees on value chain does not become excessive, affecting economic viability to marginal users.</p>
		Number of joint ventures developed along value chain	Project Progress reports				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		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 SACCOS/VICOBA/Microfinance	<ul style="list-style-type: none"> • Project Progress reports • Reports of the SACCOS/VICOBA/Microfinance 				
		Value of loans related to sustainable use of NR obtained through supported	<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
		SACCOS/VICOBA/Microfinance	<ul style="list-style-type: none"> • 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</p>
		Number of partnerships processes established between CBNRM, CBOs	<ul style="list-style-type: none"> • Project Progress reports • Signed agreements 				

Description	Indicator Level	Indicators	Means of Verification	Baseline value	Intermediate Values (2016/17)	Target Values (2018/19)	Assumptions
		and NGOs and service providers					relevant cases and learning lessons; LGAs are willing and able to enforce NRM laws in support of CBNRM rights.
		Number of successful joint activities as a result of partnerships and networking	<ul style="list-style-type: none"> • Project Progress reports • Service providers' progress reports 				
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 Progres reports • Mid term review Final Project Evaluation 				

4.5 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	Logframe and indicators reviewed and modified during baseline study
Baseline Report registered on PIT?	done
Planning MTR (registration of report)	08/2017 (estimate)
Planning ETR (registration of report)	04/2019 (estimate)
Backstopping missions since 01/01/2015	6

4.6 “Budget versus current (y – m)” Report

The budget report is attached to this document.

4.7 Communication resources

No communication resources developed

Budget vs Actuals (Year to Date, Last 5 years) of TAN1302911

Project Title : **Natural Resources Management for Local Economic Development in Kigoma Region (NRM for LED)**

Budget Version : **D2**

Currency : **DGD**

YtD : **Report includes all valid transactions, registered up to today**

	Status	Fin Mode	Amount	Start to					Expenses		Balance	%
				2015	2016	2017	2018	2019	Total			
A IMPROVED ENABLING ENVIRONMENT AND			1,710,145.00	138,770.08	289,873.06	381,373.83	265,763.12	13,404.35	1,089,184.45	620,960.55	64%	
01 Result 1: DDS on NRM for LGA			194,236.00	47,524.67	30,283.02	29,957.86	29,912.60	984.29	138,662.44	55,573.56	71%	
01 District facilitation, training, guidance,		REGIE	147,996.00	47,460.19	29,391.73	29,450.08	26,708.39	984.29	133,994.68	14,001.32	91%	
02 Service contracts, work groups		REGIE	46,240.00	64.48	891.29	507.78	3,204.21	0.00	4,667.76	41,572.24	10%	
02 Result 2: Improved governance and NRM			820,856.00	50,051.55	176,048.78	204,886.79	143,451.33	5,125.12	579,563.58	241,292.42	71%	
01 District facilitation, training, guidance,		REGIE	602,953.00	46,285.28	137,886.00	180,663.02	127,503.91	5,075.19	497,413.40	105,539.60	82%	
02 Service contracts, work groups		REGIE	163,757.00	3,766.27	37,219.53	15,357.06	10,743.99	0.00	67,086.84	96,670.16	41%	
03 Motorcycles Mileage All/Inc Package		REGIE	11,126.00		943.26	4,056.33	2,750.66	49.93	7,800.18	3,325.82	70%	
04 Village mentors hired and 1/4 training		REGIE	43,020.00			4,810.38	2,452.78	0.00	7,263.16	35,756.84	17%	
03 Result 3: Derive sustainable and equitable			369,443.00	3,790.11	20,806.17	57,000.06	36,266.29	7,264.05	125,126.68	244,316.32	34%	
01 District facilitation, training, guidance,		REGIE	137,651.00	2,528.95	20,806.17	54,713.39	29,343.93	509.58	107,902.02	29,748.98	78%	
02 Service contracts, work groups		REGIE	52,851.00	1,261.16		2,140.43	3,127.82	6,085.61	12,615.02	40,235.98	24%	
03 Micro-projects		REGIE	178,941.00			146.25	3,794.54	668.86	4,609.64	174,331.36	3%	
04 Result 4: Strengthened Institutional			325,610.00	37,403.75	62,735.09	89,529.12	56,132.90	30.89	245,831.75	79,778.25	75%	
01 District facilitation, training, guidance,		REGIE	288,768.00	32,191.39	62,286.47	88,730.15	54,754.90	30.89	237,993.80	50,774.20	82%	
02 Service contracts, work groups		REGIE	29,492.00	2,902.99	0.00	798.96	893.75	0.00	4,595.70	24,896.30	16%	
03 CEPA equipment/Publication of		REGIE	7,350.00	2,309.38	448.62		484.25	0.00	3,242.25	4,107.75	44%	
B ...			1,739,850.00	372,029.96	294,951.07	399,824.63	316,299.32	8,658.33	1,391,763.30	348,086.70	80%	
01 Result			1,739,850.00	372,029.96	294,951.07	399,824.63	316,299.32	8,658.33	1,391,763.30	348,086.70	80%	
01 Transversal consultancies and services		REGIE	232,000.00	49,018.82	9,824.54	149,967.07	22,590.15	0.00	231,400.58	599.42	100%	
02 International recruited Technical Advisors		REGIE	764,213.00	174,494.92	147,951.26	95,300.99	141,338.24	0.00	559,095.41	205,117.59	73%	
		REGIE	5,000,000.00	967,285.39	807,274.22	1,047,873.60	787,280.76	33,091.96	3,642,805.92	1,357,194.08	73%	
		COGEST										
		TOTAL	5,000,000.00	967,285.39	807,274.22	1,047,873.60	787,280.76	33,091.96	3,642,805.92	1,357,194.08	73%	



02 International recruited Technical Advisors	REGIE	764.213,00	174.494,92	147.961,26	95.300,99	141.338,24	0,00	559.095,41	205.117,59	73%
03 National recruited Technical Advisors	REGIE	743.637,00	148.516,21	137.165,26	154.556,58	152.370,93	8.658,33	601.267,31	142.369,69	81%
X BUDGETARY RESERVE (MAX 5% * TOTAL)		84.485,00					0,00	0,00	84.485,00	0%
01 Budgetary reserve		84.485,00					0,00	0,00	84.485,00	0%
01 Budgetary reserve	REGIE	84.485,00					0,00	0,00	84.485,00	0%
Z GENERAL MEANS		1.465.520,00	456.485,35	222.450,09	266.675,14	205.218,32	11.029,28	1.161.858,17	303.661,83	79%
01 Staff expenses		484.427,00	104.030,02	85.000,98	101.452,73	85.601,18	5.380,26	381.465,16	102.961,84	79%
01 Regional Project Manager	REGIE	30.858,00	7.848,66	5.326,42	5.308,44	5.336,19	455,53	24.275,23	6.582,77	79%
02 Finance and administration team	REGIE	258.125,00	47.917,83	42.621,18	59.737,78	49.627,07	3.368,04	203.271,90	54.853,10	79%
03 Drivers	REGIE	187.202,00	42.250,69	37.053,38	36.406,51	30.637,92	1.556,69	147.905,19	39.296,81	79%
04 Other staff expenses	REGIE	8.242,00	6.012,84				0,00	6.012,84	2.229,16	73%
02 Investments		266.573,00	217.839,17	17.044,60	-4.277,93	29.557,66	0,00	260.163,50	6.409,50	98%
01 Vehicles	REGIE	181.179,00	166.978,48	13.391,77	-27.487,18	28.296,00	0,00	181.179,07	-0,07	100%
02 Office equipment	REGIE	29.994,00	23.114,96	1.363,59	1.430,15	1.253,79	0,00	27.162,50	2.831,50	91%
03 IT equipment	REGIE	25.000,00	16.173,30	167,85	5.106,88	7,87	0,00	21.455,90	3.544,10	86%
04 Office improvement works	REGIE	30.400,00	11.572,43	2.121,38	16.672,22		0,00	30.366,03	33,97	100%
03 Operational expenses		578.535,00	123.652,04	112.546,73	112.475,95	89.335,10	5.649,02	443.658,86	134.876,14	77%
01 Services and maintenance costs	REGIE	17.807,00	2.824,95	2.225,17	4.437,23	3.101,21	0,00	12.588,57	5.218,43	71%

02 Vehicle running costs and fuel	REGIE	308.390,00	65.846,76	57.969,69	61.435,72	45.997,40	4.271,44	235.521,02	72.868,98	76%
03 Telecommunications	REGIE	52.900,00	12.876,44	12.691,42	8.885,39	7.777,93	470,27	42.701,45	10.198,55	81%
04 Office supplies	REGIE	35.500,00	10.906,91	6.199,91	7.318,63	5.490,50	548,75	30.464,69	5.035,31	86%
05 Missions	REGIE	64.431,00	14.866,05	10.735,86	8.752,49	7.949,88	131,23	42.435,52	21.995,48	66%
06 Meetings	REGIE	68.900,00	11.647,03	16.448,33	14.464,87	14.028,20	0,00	56.588,43	12.311,57	82%
07 Consultancy costs	REGIE	1.000,00	588,19	215,34			0,00	803,53	196,47	80%
08 Financial costs	REGIE	29.607,00	4.095,71	6.061,01	7.181,62	4.989,98	227,33	22.555,65	7.051,35	76%
04 Audit and Monitoring and Evaluation		135.985,00	6.908,35	4.462,88	57.528,07	724,39	0,00	69.623,67	66.361,33	51%
01 Mid-Term and final Evaluation costs	REGIE	99.985,00		500,15	48.991,69	86,82	0,00	49.578,65	50.406,35	50%
02 Audit	REGIE	7.000,00					0,00	0,00	7.000,00	0%
03 Organisational assessment	REGIE	0,00	44,97				0,00	44,97	-44,97	7%
04 Backstopping	REGIE	29.000,00	6.863,38	3.962,73	8.536,37	637,57	0,00	20.000,05	8.999,95	69%
05 VAT		0,00	4.055,76	2.894,92			0,00	6.950,68	-6.950,68	7%
01 VAT to refund	REGIE	0,00	4.055,76	2.894,92			0,00	6.950,68	-6.950,68	7%
99 Conversion rate adjustment		0,00		499,98	-503,68		0,00	-3,70	3,70	7%
98 Conversion rate adjustment	REGIE	0,00		499,98	-503,68		0,00	-3,70	3,70	7%
	REGIE	5.000.000,00	967.285,39	807.274,22	1.047.873,60	787.280,76	33.091,96	3.642.805,92	1.357.194,08	73%
	COGEST									
	TOTAL	5.000.000,00	967.285,39	807.274,22	1.047.873,60	787.280,76	33.091,96	3.642.805,92	1.357.194,08	73%



