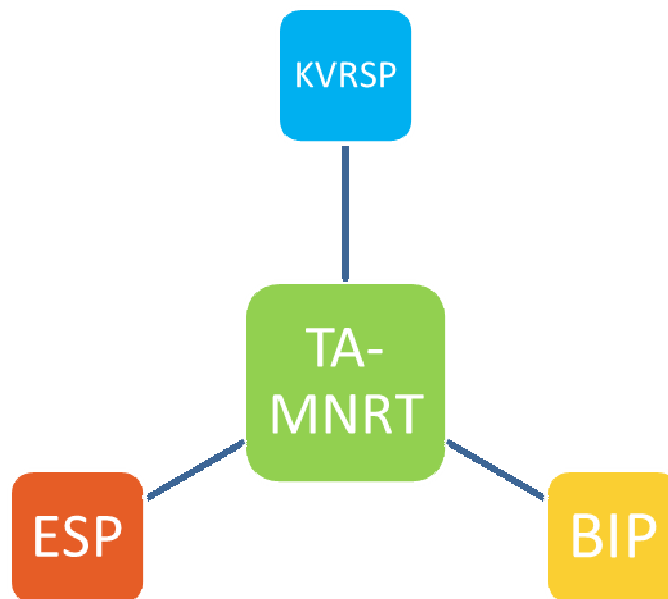


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ANNUAL REPORT 2011

PROJECT “TECHNICAL ADVISOR FOR THE MINISTRY OF NATURAL RESOURCES AND TOURISM” (TAN 05 019 11)



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Acronyms

| | |
|-----------|--|
| BTC | Belgian Technical Cooperation |
| | |
| M&E | Monitoring and Evaluation |
| TA | Technical Advisor |
| DPP | Director of Policy and Planning |
| RR | Resident Representative |
| MNRT | Ministry of Natural Resources and Tourism |
| IDCP | Indicative Development Cooperation Program |
| NRM | Natural Resource Management |
| DeNRM | Decentralised Natural Resource Management |
| NSGRP | National Strategy for Growth and Reduction of Poverty |
| LGA | Local Government Authorities |
| SAGCOT | Southern Agricultural Growth Corridor of Tanzania |
| KVRSP | Kilombero Valley Ramsar Site Project |
| KILORWEMP | Kilombero and Lower Rufiji Wetlands Ecosystem Management Project |
| IMP | Integrated Management Plan |
| TFS | Tanzanian Forest Service |
| BIP | Beekeeping Improvement Project |
| TWS | Tanzanian Wildlife Service |
| ESP | Eastern Selous Project |
| ITA | International Technical Advisor |
| D*D | Decentralization by Devolution |
| ToR | Terms of Reference |
| SA | Specific Agreement |
| DP | Development Partner |
| MoFEA | Ministry of Finance and Economic Affairs |
| GoT | Government of Tanzania |
| GoB | Government of Belgium |
| NTA | National Technical Advisor |
| SO | Specific objective |
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1 Project form

| | |
|----------------------------------|---|
| Project name | Technical Advisor for the Ministry of Natural Resources and Tourism (TA-MNRT) |
| Project Code | TAN 05 019 11 |
| Location | Tanzania |
| Budget | 989,500 Euro |
| Key persons | DPP-MNRT, RR-BTC |
| Partner Institution | Ministry of Natural Resources and Tourism (MNRT) |
| Date of implementation Agreement | 25 th August 2006 |
| Duration (months) | 67 |
| Target groups | Staff of the MNRT involved in coordination and supervision of the programming, design, implementation, monitoring and evaluation of NRM projects under the Tanzanian-Belgium Indicative Development Cooperation Program (IDCP) |
| Global Objective | To ensure effective conservation and management of natural resources |
| Specific Objective | Capacity within the Ministry of Natural Resources and Tourism and the coherence, coordination and synergy between the three bilateral interventions and other potential interventions to be agreed upon by the Parties is enhanced. |
| Results | 1. MNRT assisted with the definition of the new [decentralised] NRM component under the IDCP 2010-2013 |
| | 2. MNRT assisted with the identification of new projects |
| | 3. MNRT assisted with the formulation of new projects |
| | 4. MNRT assisted with the provision of technical back-stopping to on-going NRM projects |
| | 5. BTC assisted in following-up the projects |

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2 Summary

2.1 Analysis of the intervention

| Intervention logic | Efficiency | Effectiveness | Sustainability |
|--------------------|------------|---------------|----------------|
| Specific objective | B | B | C |
| Result 1 | D | C | D |
| Result 2 | - | - | - |
| Result 3 | B | C | B |
| Result 4 | C | B | C |
| Result 5 | B | B | - |

| Budget | Expenditure per year (2011) | Total expenditure Year 5 (as per 31/12/2011) | Balance of the budget | Execution rate |
|----------------|-----------------------------|--|-----------------------|----------------|
| 989,500 | 195,045 | 895,470 | 94,030 | 90% |

2.2 Key elements

Context evolution

A new National Strategy for Growth and Reduction of Poverty 2010/11-2014/15(NSGRP-II) has come in place. Its emphasis on the need of mainstreaming NRM issues in sector strategies and LGAs development plans shows that the TA-MNRT project remains highly relevant for Tanzania's next development phase.

Through the in 2011 launched Southern Agricultural Corridor of Tanzania (SAGCOT), the Kilombero Valley and the Rufiji Floodplain are (again) at the centre of economic development and investment plans. Expansion irrigated crop production will increase the pressure on the area's wetlands ecosystem. The TA-MNRT project is playing an important role in providing the not the MNRT and Tanzania's development partners with information how best to balance economic development and conservation of resources through the wise-use principle.

Appointment and subsequent suspension of a new Director of Wildlife has negatively influenced the decision-making power at the MNRT. It particularly hampered the TA-NRM project in effectively supporting the role of the National Coordinators in implementation of the Kilombero Valley Ramsar Site and Eastern Selous projects.

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Achievements / Challenges

Definition of DeNRM component IDCP. Support of the TA-NRM project to the Government of Tanzania and its development partners in the NRM sector contributed to the drafting of a concept note on DeNRM. However definition of the DeNRM component of the IDCP 2010-2013 is pending their agreement on the framework and modalities for the envisaged DeNRM support program.

Identification of new projects. Identification studies under the beekeeping and wetland components of the IDCP were completed. Once an agreement has been reached on the framework for a DeNRM support program, identification of project under DeNRM component can start.

Project formulation. Support to the formulation of a new beekeeping project (BIP-II) has contributed to the design of an innovating intervention that will support the (further) development of bottom-up approaches in community-based NRM. Similar input in the formulation of a new wetland project has resulted in a Technical and Financial File that is ready to be approved by the parties in the IDCP.

Technical backstopping. Advice and support to on-going projects under the IDCP focussed final technical activities and administrative procedure related to the closure procedures of the BIP-I and KVRSP. It contributed to a meeting all deadlines for formal closure of both projects. As part of the backstopping to ESP, the project teams of Kilwa and Rufiji received advice and means (through compilation 1:250,000 WMA / Land-use maps) to compete the Resource Management Zonation Plans. At MNRT level the continuity in capacity building efforts was challenged by staff changes and necessitated temporally gap-filling coordination and supervision work.

Reaching of Specific Objective. Increase in general information and specific grass-root experience enabled decision and policy makers at the MNRT to support and promote improved beekeeping at national and international platforms. In the field of Community-based wildlife and wetland management, the TA-NRM project has not been able to bring about substantial improvement in capacity. Although an integrated management plan for the KVRS is ready, information on spatial distribution of habitats and their role in eco-system functioning so far has not be translated in a format that suit decision makers. As a result uninformed decisions on resource use in the KVRS continue to be taken at central government level.

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2.3 Key Risks

Capacity enhancement effects of TA-NRM intervention is likely to remain limited to the technical cadre of the MNRT. As a result contributions to policy and decision making at higher level can be made only indirectly

Development of a national DeNRM program runs the risk to become a DP-driven initiative. As a result the program is going to lack a firm demand-oriented basis for support in implementing the D*D policy and aligning NRM policies

2.4 Key lessons learned and recommendations

DeNRM Component. Unless the need to decentralise NRM is acknowledged and the implications thereof are clearly articulated, there is no technical basis for a national DeNRM support program in Tanzania.

To reverse this situation it is recommended for the MNRT to: i) first agree at technical level what the requirements are for having all its policy instruments in place to become D*D compliant by 2014 and ii) On the basis of technical requirements identify areas that need external support and forward a request thereto to the MoFEA for follow-up

Project identification. Unless identification studies contain a sound compilation of available information from previous work in the field of interest, situation analysis and proposed project outlines will remain a weak basis for the decision making on project formulation.

To improve, it is recommended for the EoB/MNRT to ensure that a compilation of previous work (not only projects) and an analysis thereof underpin the recommendations for a new intervention.

Unless the administrative and managerial modalities are agreed upon during the initial stages of the formulation process (instead of at the end) ownership of projects gets no time to develop and risk of implementation delays are increased

To strengthen mutual project ownership, it is recommended for the BTC/MNRT/ LGAs to negotiate their administrative and managerial

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requirement before a formulation mission is fielded instead of afterwards.

Maps / graphs / illustrations are extremely strong tools in underpinning a message that aims to communicate (intermediate) results of a project.

To enhance informed decision making it is recommended for all projects under the IDCP (TA-NRM included) to maximize the use of these tool at all stake-holder levels.

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3 Analysis of the intervention

3.1 Context

3.1.1 Evolution of the context

Policy developments. With the endorsement of a new National Strategy for Growth and Reduction of Poverty 2010/11-2014/15(NSGRP-II), the role of economic growth and good governance for poverty alleviation are high on Tanzania's development agenda. As the strategy will put emphasis on mainstreaming cross cutting issues in sector strategies and LGAs development plans the TA-MNRT project gained in relevance.

Economic developments. With the official launch of the Southern Agricultural Corridor of Tanzania (SAGCOT) initiative, the wetlands targeted under the Belgian-Tanzanian cooperation (KVRSP and KILORWEMP) are at the centre of economic development interests. Unless all parties involved in this initiative respect the wise-use principles as outlined under the Ramsar Convention, economic development may result in environmental degradation that increases poverty among resident communities instead of reducing it. This threat is at the same time an opportunity for the TA MNRT project to play its role in advising the MNRT how best to balance economic development and conservation of resources.

Political events. In July, the Minister for Natural Resources and Tourism had to suspend, under pressure of the Parliament, all activities of the in March appointed new Director of wildlife. As a result of the vacancy decision-making processes are again delayed. It particularly has a negative influence on finding solutions for boundary disputes that threaten to block the successful completion of both the wetland and wildlife projects under the IDCP. It was only in November the TA-NRM project (with backstopping support from BTC Brussels) was able to overcome the negative effect of this development.

Environmental events. March-May rains were above normal this year. The seasonal wetlands of the Kilombero Valley flooded to a level that has not been seen for years. However during the subsequent dry season, water levels dropped to unprecedented lows. Accelerated run-off (expansion of agriculture) and increased water distraction for irrigation (intensification of production) are lowering the base-flow of the feeder-rivers (and swamps). As it shortens the flooding period, the KVRSP comes under increased pressure of investors in mechanised, large scale farming opening new

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land in the central part of the valley. Unless clear and quick decisions are taken to re-establish its legal status as a protected area, efforts to implement the developed Integrated Management Plan (IMP) are nullified.

3.1.2 Institutional Anchoring

Following the official launch of the Tanzanian Forest Service (TFS) in July, staff and functions of the Forest and Beekeeping Division of the MNRT are gradually being integrated in this new, semi-autonomous organization. As enhancement of quality forest and beekeeping products is one of the TFS objectives, the institutional anchorage of the BIP-II in the TFS is to be considered as appropriate. Where and in whom responsibilities for project supervision and coordination will be vested is still to be clarified. Taking into account the envisaged launch of the BIP-II early 2012, there is a sense of urgency in making decisions in this respect and communicate the outcome to the project partners and key stake-holders.

Efforts to establish a semi-autonomous Tanzanian Wildlife Service (TWS) are still in an early stage and do not affect the current anchorage of the ESP, KVRP and KILORWEMP. However, it is important for all projects under the IDCP to ensure that in the envisaged reorganization (with a strong commercial and large scale focus), their remains sufficient capacity to support and further develop community-based NRM in Tanzania

3.1.3 Execution Modalities

Having a BTC-employed international technical advisor (ITA) seconded to the MNRT under the Director of Policy and Planning (DPP) continues to affect implementation of the project in many positive ways. Day-to-day contact with counterpart staff enables the ITA to work effectively. Being physically located in the MNRT office strongly favours the maintenance of professional contacts with various players in the field of NRM. It helped the ITA to mitigate the negative effects of the many personnel changes that took place in 2011 within MNRT (ITA position included) and in the DP world.

Implementation of the project with a General Means budget (Z) for operational costs only emphasises its support function. Lack of a logical framework for the intervention, however, is hindering a functional monitoring of progress in reaching the projects objectives as defined in the Specific Agreement of the project.

3.1.4 Harmo-dynamics

Implementers of the DANIDA supported Sustainable Wetland

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Management Program got actively involved in the formulation of the new wetland project KILORWEMP. It has resulted in a growing understanding of mutual approaches and implementation modalities. As a spin-off hereof joined initiatives are planned for 2012 to identify the technical need for a DeNRM support program that allows the MNRT to meet the requirements of the adopted Decentralization-by-Devolution (D*D) policy by 2014 (as foreseen in the Local Government Reform Program).

3.2 Specific objective

3.2.1 Indicators

| Specific objective: Capacity within the Ministry of Natural Resources and Tourism [to facilitate & promote sustainable NRM and its utilization for income-generating activities] and the coherence, coordination and synergy between the three bilateral interventions [ESP, KVRSP and BIP] and other potential [DeNRM] interventions to be agreed upon by the Parties is enhanced | | | | | | |
|---|----------------|-----------------|-----------------|---------------|------------|---|
| Indicators | Baseline value | Progress Year 4 | Progress Year 5 | Target Year 5 | End Target | Comments |
| Not formulated | | | | | | Project operates on basis of SA and ToR |

3.2.2 Analysis of progress made

Increase in general information and specific grass-root experience enabled decision and policy makers at the MNRT to support and promote improved beekeeping at national and international platforms. In the field of Community-based wildlife and wetland management, the TA-NRM project has not been able to bring about substantial improvement in capacity. The non-existence of wetland management guidelines continued to limit the MNRT in playing its overseeing role in enforcing the wetland relevant articles of new Wildlife Act of 1999. Although an integrated management plan for the KQRS is ready, information on spatial distribution of habitats and their role in eco-system functioning so far has not be translated in a format that suit decision makers. As a result uninformed decisions on resource use in the KQRS continue to be taken at central government level.

Efforts of the GoT and its DPs to arrive at an over-all framework for a national DeNRM program could not be concluded. As a result no tangible progress was made with the development of initiatives under the DeNRM component of the IDCP.

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3.2.3 Risks and Assumptions

| Risk (describe) | Probability (score) | Potential implications | | Risk Level (score) |
|--|---------------------|--|-------|--------------------|
| | | Describe | Score | |
| 1. Capacity enhancement effects of TA-NRM intervention remain limited to the technical cadre of the MNRT | Medium | Contributions to policy and decision making at high level can be made only indirectly | Low | A |
| 2. Development of a national DeNRM program becomes a DP-driven initiative | High | The program is going to lack a firm demand-oriented basis for support in implementing the D*D policy and aligning NRM policies | High | D |

3.2.4 Quality criteria

| Criteria | Score | Comments |
|----------------|-------|--|
| Effectiveness | B | |
| Efficiency | B | |
| Sustainability | C | Capacity enhancement is primarily linked to the implementation of initiatives under the IDCP |
| Relevance | A | |

3.2.5 Potential Impact

Decentralised sustainable NRM and income generation are key elements of the GSGRP-II. Through advice and technical backstopping the TA-NRM project enhances the MNRT's capacity not only to coordinate and supervise policy implementation, but also to feed grass-root experience back in its policy revision process

3.2.6 Recommendations

| Recommendations | Source | Actor | Deadline |
|---|---------|---------------------|----------|
| Agree at technical level what the requirements are for the MNRT to have all its policy instruments in place to become D*D compliant by 2014 | 3.2.3.2 | DW-MNRT DFB-MNRT | Q1-2012 |
| On the basis of technical requirements identify areas that need external support and forward a request thereto to the MoFEA for follow-up | 3.2.3.2 | PS-MNRT | Q2-2012 |

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3.3 Result 1

3.3.1 Indicators

| Result 1: The Ministry assisted with the definition of the new NRM-component in the new Indicative Development Cooperation Program 2010-2013 | | | | | | |
|---|----------------|-----------------|-----------------|---------------|------------|---|
| Indicators | Baseline value | Progress year 5 | Progress year 6 | Target year 6 | End Target | Comments |
| Not formulated | | | | | | Project operates on basis of SA and ToR |

3.3.2 Evaluation of activities

| Activities (See guidelines for interpretation of scores) | Progress: | | | | Comments (only if the value is C or D) |
|---|-----------|---|---|---|---|
| | A | B | C | D | |
| 1. Assisting the Ministry in close collaboration with PMO-RALG and other relevant stakeholders with the definition of the new decentralised NRM component in the new IDCP | | | | X | Preconditions (political agreement of DeNRM program) not met |
| 2. Participating in and providing feedback from relevant technical meetings at national level | | | X | | ITA represented the EoB in technical meetings on ad hoc basis. It confused roles and responsibilities as TA of the MNRT |
| 3. Providing capacity building initiatives within the Ministry to guarantee the durability of the project | | | | X | (see 1) |
| 4. Strengthening dialogue between the local and central levels and ensuring that issues observed in the field are fed into the relevant policy dialogue | | | | X | (see 1) |

3.3.3 Analysis of progress made

The Government of Tanzania (GoT)¹ and its development partners (DPs) in the NRM sector² succeeded in producing a concept note on DeNRM. Formal agreement on the development of a national support program for DeNRM, however, is still to be reached. As a result preconditions for

¹ Represented by the PMO-RALG, MNRT and MoFEA

² Represented by the EoB, DANIDA, FINIDA, NORAD and DFID

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starting the definition of the DeNRM component of the IDCP 2010-2013 were not met and no tangible progress was made during the reporting period.

3.3.4 Risks and Assumptions

| Risk description | Probability score | Potential implications | | Risk Level |
|--|-------------------|--|--------|------------|
| | | Description | Score | |
| 1. GoT and DPs loose common interest in a joined-funded DeNRM program | High | GoT and DPs continue DeNRM initiatives sector-wise | Low | B |
| 2. Time to develop joined DeNRM initiatives under the IDCP 2010-2013 becomes a limiting factor | High | Possibility to pilot inter sectoral DeNRM approaches is lost | Medium | C |
| 3. Development of a national program for integrated DeNRM remains stalled. | Low | Harmonization of DeNRM interventions is not improved | Medium | A |

3.3.5 Quality criteria

| Criteria | Score | Comments |
|-----------------------|-------|--|
| Effectiveness | D | Preconditions for delivering technical assistance (political agreement on DeNRM program) were not met |
| Efficiency | C | Input in the preparatory process of reaching agreement between GoT and DPs on a national DeNRM program was ad-hoc and outside the ToR of the ITA |
| Sustainability | D | As long as the priority needs and expectations of the main actors in DeNRM in Tanzania are not clearly spelled-out and communicated, efforts to arrive at and implement a national program on DeNRM tends to become donor driven (as they control the resources) and therewith the likeness that program services can be maintained is low |

3.3.6 Budget execution

Operational funds used to implement activities under Result1 were spent as planned (budget line Z03_01)

3.3.7 Recommendations

| Recommendations | Source | Actor | Deadline |
|--|---------|-------|----------|
| Clarify both the technical and political position of the MNRT in the DeNRM process | 3.3.2.1 | ITA | Q1-2012 |

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| Clarify the mandate of the ITA to represent the MNRT in technical meeting of the DPG-E | 3.3.2.2 | ITA | Q1-2012 |
| Explore needs for DeNRM capacity building and align contributions with MNRT's capacity building plan | 3.3.2.3 | ITA | Q2-2012 |
| Clarify possibilities to contribute to policy dialogue | 3.3.2.4 | DPP-MNRT | Q1-2012 |
| Decide to use BIP-II and KILORWEMP to use pilots for DeNRM | 3.3.2.2 | JLPC | Q1-2012 |

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3.4 Result 2

3.4.1 Indicators

| Result 2: The Ministry assisted with the identification of the new projects, especially the beekeeping and wetlands components [of the IDCP] | | | | | | |
|---|----------------|-----------------|-----------------|---------------|------------|---|
| Indicators | Baseline value | Progress year 5 | Progress year 6 | Target year 6 | End Target | Comments |
| Not formulated | | | | | | Project operates on basis of SA and ToR |

3.4.2 Evaluation of activities

| Activities (See guidelines for interpretation of scores) | Progress: | | | | Comments (only if the value is C or D) |
|--|-----------|---|---|---|---|
| | A | B | C | D | |
| 1. Explaining the new identification process | | | | D | Pending agreement on set-up DeNRM program |
| 2. Providing advice on technical issues during the identification process | | | | D | - as above - |
| 3. Providing strategic advice on policy issues regarding the interventions | | | | D | - as above - |

3.4.3 Analysis of progress made

Progress in assisting the MNRT with the identification of new projects stalled after completion of activities linked with the beekeeping and wetland component in Year 4 (2010). Once agreement has been reached among the GoT and its DPs on the outline and set-up of a DeNRM program, assistance to the MNRT in identifying new projects under the DeNRM component of the IDCP 2010-2013 can be resumed.

3.4.4 Risks and Assumptions

| Risk (describe) | Probability (score) | Potential implications | | Risk Level (score) |
|--|---------------------|--|-------|--------------------|
| | | Describe | Score | |
| No agreement on a national program will be reached | High | Identification process of new projects under the DeNRM component of the IDCP cannot be completed before end of | High | High |

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| | | | | |
|--|--|--------------|--|--|
| | | IDCP in 2013 | | |
|--|--|--------------|--|--|

3.4.5 Quality criteria

| Criteria | Score | Comments |
|----------------|-------|---|
| Effectiveness | - | No deliverance of result required |
| Efficiency | - | No resources used during reporting period |
| Sustainability | - | Not of application |

3.4.6 Budget execution

No budget involved during reporting period

3.4.7 Recommendations

| Recommendations | Source | Actor | Deadline |
|--|--------|-----------------------|----------|
| Decide on using the beekeeping and wetland projects to further develop the bottom-up approach and on the basis of intermediate results identify areas of in neighbouring districts (but within the same catchment area) to roll-out best practices | 3.4.4 | PS-MNRT / Attaché EoB | Q4-2012 |

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3.5 Result 3

3.5.1 Indicators

| Result 3: Input into formulations of new projects [under the IDCP] provided | | | | | | |
|--|----------------|-----------------|-----------------|---------------|------------|---|
| Indicators | Baseline value | Progress year 4 | Progress year 5 | Target year 5 | End Target | Comments |
| Not formulated | | | | | | Project operates on basis of SA and ToR |

3.5.2 Evaluation of activities

| Activities | Progress: | | | | Comments (only if the value is C or D) |
|--|-----------|---|---|---|--|
| | A | B | C | D | |
| 1. Preparing a detailed lessons learnt paper with the experiences from the current project | | B | | | |
| 2. Assisting with inputs into situation analyses and implementation modalities | | B | | | |

3.5.3 Analysis of progress made

Formulation of the new beekeeping project (BIP-II) was in its final stage when in Q1 the need arose to define its strategic objectives more clearly. It delayed the completion of the TFF, but opened the way to use the project to develop bottom-up approaches in community-based NRM.

Although progress in the formulation of the new wetland project (KILORWEMP) was satisfactory as far as the overall design of the project concerns. However incorporation of administrative mechanisms to support result-oriented management came late in the process. It will require extra attention during the inception phase to make sure that all parties involved in the implementation understand and are able to meet the management requirements.

3.5.4 Risks and Assumptions

| Risk | Probability | Potential implications | | Risk Level (score) |
|---|-------------|---|-------|--------------------|
| | | Description | Score | |
| Changes in project design to incorporate (new) strategic objectives are not known / understood by all partners in the | Medium | Expectations on outcomes of BIP-II are going to be different among the main project | High | C |

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| project as they were made after completion of the main stakeholder consultation process | | partners (communities, GoT and GoB) | | |
| Meeting the administrative requirements to ensure a result-oriented project management is asking a disproportional amount of time of the staff involved in project management, coordination and supervision | Medium | Both KLOWEMP and BIP-II loose relevance as the technical challenges at beneficiary level do not get the required attention. | Medium | B |

3.5.5 Quality criteria

| Criteria | Score | Comments |
|-----------------------|-------|--|
| Effectiveness | B | |
| Efficiency | C | Essential changes in project design after conclusion of the field work of the formulation team required renewed stakeholder consultation to ensure their support |
| Sustainability | B | |

3.5.6 Budget execution

Operational funds used to implement activities under Result 3 were spent as planned (budget line Z03_01)

3.5.7 Recommendations

| Recommendations | Source | Actor | Deadline |
|---|--------|-------|----------|
| Decide to make a detailed financial and administrative capacity analysis of envisaged partner institutions an integrated part of the identification study | 3.5.4 | EoB | Q4-2012 |

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3.6 Result 4

3.6.1 Indicators

| Result 4: Technical backstopping to the projects and the Ministry continued to successfully complete the current interventions | | | | | | |
|--|----------------|-----------------|-----------------|---------------|------------|---|
| Indicators | Baseline value | Progress year 4 | Progress year 5 | Target year 5 | End Target | Comments |
| Not formulated | | | | | | Project operates on basis of SA and ToR |

3.6.2 Evaluation of activities

| Activities (See guidelines for interpretation of scores) | Progress: | | | | Comments (only if the value is C or D) |
|---|-----------|---|---|---|--|
| | A | B | C | D | |
| 1. Developing and implementing the exit strategy for the Eastern Selous project | | | C | | Backstopping during Q1 and Q2 did not get the needed priority |
| 2. Providing advice to Kilombero Valley Ramsar Site project regarding the implementation of the recommendations of the mid-term review and planning for the integration into the new project | | B | | | |
| 3. Assisting in Kigoma Region with the development of the new [beekeeping] programme. | | B | | | |
| 4. Assisting Rufiji district to develop a strategy to integrate relevant beekeeping activities into the IGA project and assisting the beekeeping team in Rufiji to prioritise activities and to have an exit strategy | | | C | | Backstopping remained limited (participation in one meeting) |
| 5. Providing input into policy formulation, e.g. the strategy for the development of WMAs, decentralized wetland management, strategy for market development in the beekeeping sector | | | | D | No demand for ITA input in policy formulation (done by MNRT technical staff) |
| 6. Provide inputs to TORs and implementation of final evaluations | | B | | | |

3.6.3 Analysis of progress made

Progress in providing technical backstopping to the projects was related to final technical activities and administrative closure procedures of the BIP-I

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and KVRSP. Room for follow-up of advices given (BIP support to reconstruction of collection centres and KVRSP support to WMA) was seriously limited by remaining implementation time. Backstopping to the ESP focussed on assisting the project teams to overcome hindrances in completing the Resource Management Zonation Plans. Compilation of resource maps revealed gaps in information and provided a means to take measures to solve boundary conflicts and wrongly allocated land for WMA.

At MNRT level technical backstopping focused on giving the three National Coordinators of the project advice in the execution of their supervising and coordination roles. Staff changes (new coordinators for the KVRSP and ESP and a new ITA) challenged the continuity in the capacity building process and necessitated temporarily gap-filling work in the final stage of the projects involved.

3.6.4 Risks and Assumptions

| Risk (describe) | Probability (score) | Potential implications | | Risk Level (score) |
|--|---------------------|--|--------|--------------------|
| | | Describe | Score | |
| 1. Capacity building through technical backstopping is nullified as a result of personnel changes both at project as well as at MNRT level | Medium | Uninformed decisions continue to be made | Medium | B |

3.6.5 Quality criteria

| Criteria | Score | Comments |
|-----------------------|-------|---|
| Effectiveness | C | Room to give and have technical advice followed-up was limited as all projects were in their final stages |
| Efficiency | B | |
| Sustainability | C | High turn-over of staff hampered continuity of reached results |

3.6.6 Budget execution

Operational funds used to implement activities under Result 3 were spent as planned (budget line Z03_01)

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3.6.7 Recommendations

| Recommendations | Source | Actor | Deadline |
|---|---------|-----------------------|----------|
| Agree on a quarterly backstopping visit program according to project needs | 3.6.2.1 | DW-MNRT / ITA | Q1-2012 |
| Agree on 'aftercare' contacts with IGA project to monitor integration BIP activities in Rufiji | 3.6.2.4 | RR-BTC/ TA IGAP / ITA | Q1-2012 |
| Clarify policy review process at the MNRT and spell-out possible role for ITA in policy formulation process | 3.6.2.5 | DPP-MNRT | Q2-2012 |
| Decide on handing-over procedures (files / action plans / project documentation) for NPCs and ITA | 3.6.4.1 | DPP-MNRT / RR BTC | Q2-2012 |

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3.7 Result 5

3.7.1 Indicators

| Result 5: BTC assisted in following up the projects | | | | | | |
|---|----------------|-------------------|-----------------|---------------|------------|---|
| Indicators | Baseline value | Progress year N-1 | Progress year N | Target year N | End Target | Comments |
| Not formulated | | | | | | Project operates on basis of SA and ToR |

3.7.2 Evaluation of activities

| Activities | Progress: | | | | Comments (only if the value is C or D) |
|--|-----------|---|---|---|---|
| | A | B | C | D | |
| 1.[Assisting on behalf of the Ministry with] supervision and mentoring of National Technical Advisors | | B | | | |
| 2.Ensuring synergy between natural resources management and other BTC interventions, especially Income Generating Activities (IGA) | | | C | | Next to IGA no other BTC projects were assisted |

3.7.3 Analysis of progress made

Instruction of NTA for the ESP and BIP on use of planning and reporting tools resulted in improved monitoring of results. How well BIP activities are covered during the execution of the Operation Plan 2012 of the IGA project needs further attention.

3.7.4 Risks and Assumptions

| Risk (description) | Probability (score) | Potential implications | | Risk Level (score) |
|--|---------------------|---|--------|--------------------|
| | | Description | Score | |
| IGA project in Rufiji District does not have sufficient means and expertise to cover the integrated BIP-I activities | Medium | BIP-I intervention in Rufiji remains unfinished | Medium | B |

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3.7.5 Quality criteria

| Criteria | Score | Comments |
|----------------|-------|--|
| Effectiveness | B | - |
| Efficiency | B | - |
| Sustainability | - | Not applicable as demand for result will finish at completion of the projects under the IDCP |

3.7.6 Budget execution

Operational funds used to implement activities under Result 5 were spent as planned (see Annex 7.3 budget line Z03_01).

3.7.7 Recommendations

| Recommendations | Source | Actor | Deadline |
|---|--------|----------|----------|
| Agree on mechanism to supervise beekeeping activities under IGA project in Rufiji | 3.7.2 | MNRT/BTC | Q1-2012 |

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4 Transversal Themes

4.1 Gender

Activities that produced results to achieve envisaged SO were all gender-neutral and need no further explanation here.

4.2 Environment

All three projects implemented under supervision of the MNRT with technical backstopping of the TA-MNRT project are environment specific. Issues specifically targeted during the reported year 2011 were:

- Improved quality and traceability of bee products (BIP)
- Improved resource utilization in Wildlife Management areas (ESP and KVRSP)

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5 Decisions taken by the JLMC and follow-up

| Decisions | Source | Actor | Time of decision | Status |
|---|---------|---------|------------------|--------------------------------------|
| Arrange for evaluation of TA MNRT project | BTC/EoB | DPP/ITA | Q3 | Done in Q3 |
| Request for extension of TA MNRT project | MNRT | PS-MNRT | Q4 | Request received by EoB in Q1 (2012) |

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6 Lessons Learned

| Lessons learned | Target audience |
|--|-----------------|
| Unless the need to decentralise NRM is acknowledged and the implications thereof are clearly articulated by the MNRT, there is no technical basis for a national DeNRM support program in Tanzania. | MNRT/DPs |
| Unless identification studies contain a sound compilation of available information from previous work in the field of interest, situation analysis and proposed project outlines will remain a weak basis for the decision making on project formulation. | EoB/BTC/MNRT |
| Unless the administrative and managerial modalities are agreed upon during the initial stages of the formulation process (instead of at the end) ownership of projects gets no time to develop and risk of implementation delays are increased | BTC |
| Maps / graphs / illustrations are extremely strong tools in underpinning a message that aims to communicate (intermediate) results of a project. Promotion of their use as part of the TA-MNRT's effort in capacity building can contribute significantly to more informed decision making at all stake-holder levels. | NPCs/ PMTs |

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7 Annexes

7.1 Logical framework

Not defined

7.2 M&E activities

JLMC (one regular and two extra meetings)
Evaluation (field work: August, report: October)

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7.3 Budget report

| Codes | | Total Budget | Tot. Exp. 31/12/2010 | Budget 2011 | Expenses 2011 | 2010 budget realization | Total expenses | Balance 31/12/2011 | Total budget Realization |
|----------|---------------------------------------|----------------|----------------------|----------------|----------------|-------------------------|----------------|--------------------|--------------------------|
| Codes | Description | | | | | | | | |
| Z | General means | 989,500 | 700,257 | 230,800 | 195,213 | 85% | 895,470 | 94,030 | 90% |
| Z_01 | Long-term Technical Assistance | 784,448 | 564,916 | 182,000 | 148,617 | 82% | 713,533 | 70,915 | 91% |
| Z_01_01 | Technical assistant cost | 680,000 | 490,432 | 162,000 | 141,164 | 87% | 631,596 | 48,404 | 93% |
| Z_01_02 | Purchase of vehicle and computer | 32,548 | 32,548 | - | - | - | 32,548 | 0 | 100% |
| Z_01_03 | [Vehicle] Running costs | 45,000 | 28,354 | 12,000 | 4,615 | 38% | 32,969 | 12,031 | 73% |
| Z_01_04 | Office supplies and operation | 26,900 | 13,583 | 8,000 | 2,838 | 35% | 16,420 | 10,480 | 61% |
| Z_02 | Administrative assistance | 71,000 | 49,573 | 16,000 | 14,230 | 89% | 63,803 | 7,197 | 90% |
| Z_02_01 | Administrative assistant | 47,000 | 31,582 | 10,000 | 9,581 | 96% | 41,163 | 5,837 | 88% |
| Z_02_02 | Driver - messenger | 24,000 | 17,991 | 6,000 | 4,649 | 77% | 22,640 | 1,360 | 94% |
| Z_03 | Operational funds | 134,052 | 85,768 | 32,800 | 32,187 | 98% | 117,955 | 16,097 | 88% |
| Z_03_01 | Organisation of workshops / missions | 130,000 | 83,444 | 32,000 | 31,652 | 99% | 115,096 | 14,904 | 89% |
| Z_03_02 | Bank fees and charges | 4,052 | 2,324 | 800 | 535 | 67% | 2,859 | 1,193 | 71% |
| Z_99 | Exchange rate adjustments | | - | - | 179 | | 179 | - | 179 |
| Z_99_98 | Echange rate losses/gains | | - | - | 179 | | 179 | - | 179 |

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7.4 Beneficiaries

N.A.

7.5 Operational planning Q1-2011

Planning awaits approval of request for extension, draft logframe, budget and ToR for ITA