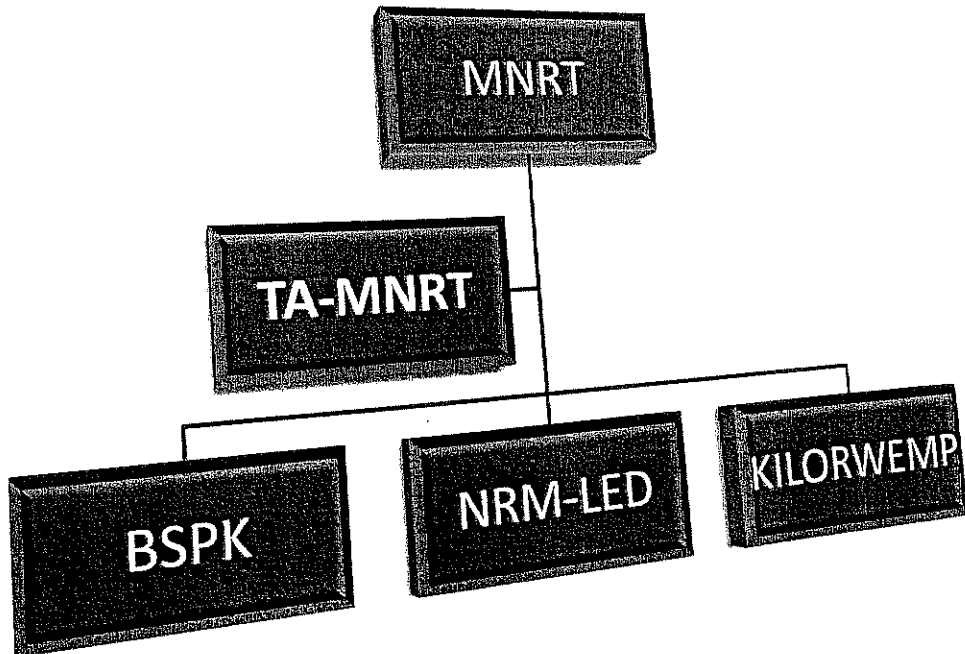


**CTB**



# RESULTS REPORT 2013

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



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## Acronyms

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

# 1 Intervention at a glance

## 1.1 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	Euro 1,412,700 EURO
Partner Institution	Ministry of Natural Resources and Tourism (MNRT)
Date of implementation Agreement	25 <sup>th</sup> August 2006
Duration (months)	91
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 2010-2013)
Impact <sup>1</sup>	Effective conservation and management of natural resources
Outcome	Capacity within the MNRT [to promote sustainable productive management of natural resources] and the coherence, coordination and synergy between the three bilateral interventions and other potential interventions to be agreed upon by the Parties is enhanced.
Outputs	O1: MNRT advised and assisted with the development and programming of a coherent bottom-up approach in decentralised natural resource management (De NRM)
	O2: MNRT advised and assisted with the identification of the projects under the IDCP 2010-2013.
	O3: MNRT advised and assisted with its participation in the formulation of projects under the IDCP 2010-2013.
	O4: MNRT in assisted in providing technical backstopping to on-going projects under the IDCP 2010-2013
	O5: MNRT advised and assisted in making contributions to the cross-sector NRM policy dialogue

## 1.2 Project performance

	Efficiency	Effectiveness	Sustainability
Outcome	A <sup>2</sup>	A	B
Output 1	A	B	B
Output 2	B	B	B
Output 3	A	A	B
Output 4	B	A	B
Output 5	B	B	B


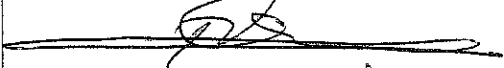
<sup>1</sup> Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result  
<sup>2</sup> A = Very good performance, B = Good performance, C = Weak performance, D = problematic

### 1.3 Budget execution

Total Budget (EUR)	Expenditure year 2013	Balance	Total Disbursement rate
1,412,700	186,200	158,100	89%

### 1.4 Summary

<ul style="list-style-type: none"> <li>The TA-MNRT project is implemented on the basis of a Specific Agreement (signed in 2006) which sets the Outcome and Terms of Reference (revised in 2011) which defines the five main outputs.</li> </ul>
<ul style="list-style-type: none"> <li>Result monitoring is based on qualitative analysis more than on a quantified measurement of effects as The Project operates without a LF with indicators.</li> </ul>
<ul style="list-style-type: none"> <li>Technical Backstopping to the identification, formulation and implementation of NRM projects under the IDPC 2010-2013 forms the core service of the Project</li> </ul>
<ul style="list-style-type: none"> <li>Direct counterparts of the Project continued to be the National Project Coordinators of the three NRM projects as foreseen in the IDCP 2010-2013...</li> </ul>
<ul style="list-style-type: none"> <li>By working with the senior technical cadre, the Project directly contributed to the capacity of the MNRT management to promote sustainable NRM is enhanced.</li> </ul>
<ul style="list-style-type: none"> <li>Being located within the MNRT the Project's TA functioned as a resource person and liaison for consultancies and studies carried out by the MNRT and other development partners.</li> </ul>
<ul style="list-style-type: none"> <li>The exchange of information and transfer of knowledge by the Project impacts quality decision making in - and across the NRM sector and contributes to indirectly to envisioned capacity development.</li> </ul>

National execution official <sup>3</sup>	BTC execution official <sup>4</sup>
IDDI MITHSAI MFUNDA AG. DPP 	A. Piet Costerman 

<sup>3</sup> Name and Signature

<sup>4</sup> Name and Signature

## 2 Analysis of the intervention

### 2.1 Context

#### 2.1.1 General context

*Sector Policy developments:* In February 2013, Tanzanian President Jakaya Kikwete unveiled the Big Results Now (BRN) initiative. Its main objective is to fast track Tanzania's effort to become a middle-income country by 2025. From the budget year 2013/14 onwards, development investments will focus on six priority areas of the Tanzanian economy: i) Energy (and natural gas), ii) Agriculture, iii) Water, iv) Education, v) Transport and iv) Mobilization of resources. By its cross-cutting nature, the Natural Resource Management sector is directly involved by two of them: Agriculture and Water. Access to land and water for food production and biodiversity conservation is increasingly at stake in the design and implementation of development plans. Development of sector-integrated approaches is needed more than ever. It stresses the continued relevance of the Project as it is supporting the MNRT in doing so.

*Political events:* Concerns about the increased poaching of wood and wildlife prompted the MNRT to launch a nation-wide anti-poaching campaign. The way the operation was handled however raised serious questions. Following parliamentary debates, the MNRT was forced to suspend the campaign in November of the reported year. Three ministers involved in it were suspended from duties. The former minister of Natural Resources and Tourism (Hon. Khamis Kagasheki) was one of them. The events showed that management of Tanzania's NRM sector is at a cross-road. Grass-root communities increasingly air their grievances about unfair treatment in enforcement of rules and regulations. Their representatives in parliament show political will to confront the government with issues of injustice and mismanagement in the sector. It underlines again the importance to the Project's effort to strengthen the Ministry's capacity in guiding and regulating Community-based Natural Resource Management.

#### 2.1.2 Institutional context (intervention anchorage)

*Organizational developments:* Establishment of a Tanzania Wildlife Authority is in its final stage. Upon its enactment (expected early 2014), the MNRT will be again organized into five divisions: i) Forest and Beekeeping, ii) Wildlife (and wetlands?), iii) Tourism and iv) Antiquities. The existing division of Policy and Planning will continue to support the ministry in planning, monitoring and evaluating policy implementation. It shows that the current institutional anchorage of the Project in the Policy and Planning Division is and will remain highly appropriate.

*Capacity developments:* Low staffing levels in general and delayed appointment of staff to fill vacant senior positions in the PPD and (re-established FBD) continued to feature. The frequent internal shifts to have staff temporality act in vacant leadership positions reduced the Ministry's capacity to supervise and coordinate the specific agreements under the Belgian-Tanzanian Cooperation programme. It forced the Project to assist in bridging the gap and start assist capacity development afresh. As required staffing levels are being assessed as part of the envisaged reorganization of the Ministry, a more stable situation is expected in next budget year (2014/15).

#### 2.1.3 Management context (execution modalities)

*Implementation role:* Awareness of the role and responsibilities of the Tanzanian party in the implementation of the Project increased during the reporting period. It resulted in a shift from 'using supply-driven services' to 'looking for 'demand-driven assistance' by the

MNRT staff. Monitoring and follow-up of the Project by the JLMC continued to have a formal character.

## 2.1.4 Harmo-context

*Joint programming:* Efforts to come to a joint DeNRM programme remained stalled. New opportunities will arise when the MNRT gets involved in the programming of development efforts in which NRM appears as a cross-cutting issue. The proposed TZ-BR IDCP 2014-16 en the envisaged joint programming of the TZ-EU cooperation in 2016 are examples hereof.

*Partner dynamics:* The role of the Project as information provider to the development partners supporting the Southern Agriculture Corridor of Tanzania (SAGCOT) initiative was gradually handed over to the staff of the new wetland project in Kilombero Valley (KILORWEMP). Negotiations on the delegated implementation of the Environment Component of the EU support to the SAGCOT are in the final stage. Herewith the cooperation between the MNRT and the BTC in developing a capacity to manage the nation's wetland resources can bank on a wider and strengthened cooperation dynamics.

## 2.2 Outcome

### 2.2.1 Analysis of progress made

*Limit yourself to filling out the table<sup>5</sup>*

Outcome <sup>6</sup> : Capacity within the MNRT [to promote sustainable productive management of natural resources] and the coherence, coordination and synergy between the three bilateral interventions and other potential interventions to be agreed upon by the Parties is enhanced.						
Indicators <sup>7</sup>	Baseline value <sup>8</sup>	Progress year N-1 <sup>9</sup>	Progress year N <sup>10</sup>	Target year N <sup>11</sup>	End Target <sup>12</sup>	Comments <sup>13</sup>
Not defined	n.a.	n.a.	n.a.	n.a.	n.a.	Project operates on basis of SA and ToR

### Analysis of progress made towards outcome

<i>Relation between outputs and the</i>	Six years of consistent technical backstopping to MNRT staff involved in the
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<sup>5</sup> Depending on the number of indicators, and depending on the number of main activities, rows should obviously be added/deleted.

Depending on the age of the project, columns should be added for the values of the preceding years (if applicable), in order for progress to be assessed against the value of the preceding year. By reporting cumulatively, the progress made in the reporting period can be determined in a precise way.

Do not write anything below the table. Comments are only allowed in the table.

<sup>6</sup> Use the formulation of the outcome as mentioned in the logical framework (DTF) or the last version of the logical framework that was validated by the JLCB.

<sup>7</sup> Use the indicators as shown in the logical framework

<sup>8</sup> The value of the indicator at time 0. Refers to the value of the indicators at the beginning of the intervention

<sup>9</sup> The actual value of the indicator at the end of year N-1

<sup>10</sup> The actual 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.

<sup>11</sup> The target value at the end of year N

<sup>12</sup> The target value at the end of the intervention

<sup>13</sup> Comments about progress realised, namely assessment of the achieved value of the indicator at the end of year N compared to the "baseline" values (time 0) and/or the value of the preceding year, and compared to the expected intermediate value for year N. If the intermediate value is not available, the end target will be the reference. Comments should be limited to a minimum.



<p><i>Outcome. (How) Are outputs (still) contributing to the achievement of the outcome:</i></p>	<p>coordination and supervision of NRM projects under the BE-TZ cooperation programme, resulted in a situation whereby transfer of knowledge and information is based mutual professional respect. It has strengthened the Ministries capacity to oversee the implementation of project, but also to take its stand in the programming and identification of new NRM interventions. Several staffs the Project worked with are now taking senior management positions in the Ministry. Their gained professional capacity in NRM is currently used to advise not only the Minister of Natural resources, but also the Cabinet of ministers at large.</p>
<p><i>Progress made towards the achievement of the outcome (on the basis of indicators):</i></p>	<p>Not applicable</p>
<p><i>Issues that arose, influencing factors (positive or negative):</i></p>	<p>Understaffing at the DPP and frequent position changes necessitated the Project in some cases to fill gaps. This is clearly not what the Project is supposed to do. However, the positive site of it is that the number of staff knowing the service of Project widened and therewith the demand for advice and exchange of knowledge.</p>
<p><i>Unexpected results:</i></p>	<p>Prolonged working within the MNRT (and not just with) offered an opportunity to understand its organizational culture, strengths and weaknesses better. In the same way it gave the MNRT time to learn to know its partners BTC/DGDC better. By taking a liaison position the Project played an important role in managing the partner relation that benefitted the implementation of all the NRM projects under the BE-TZ cooperation programme.</p>




## 2.2.2 Risk management

Risk identification			Risk analysis			Risk Treatment			Follow-up of risks		
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total	Action(s)	Resp	Deadline	Progress	Site title	
<p><u>Output-1:</u> Capacity at MNRT to support CBNRM initiatives is losing its critical mass as result of the reorganization inherent to the establishment of the TFS and envisaged TWA</p>	Q2-2012	Development	High	Medium	D	Discuss issue in JLMC	TA	Q4-2013	Discussed in Nov '12, Mar and Nov '13 -> Issue has the attention of the MNRT	TFF capacity to support W/WD/ FBD (size) will be kept at CBNRM will be kept at	Risk continues to exist and threatens the
						Raise awareness in taskforce preparing establishment of TAWA	TA	Q4-2013	Discussed with members of TWA task-force -> Issue has attention of the MNRT		
						Investigate lodging of CBNRM support at district levels	TA	Q1-2013	Service delivery at LGA level, but MNRT will remain responsible for supervising policy implementation.		
<p><u>Output-2,3:</u> Availability of qualified consultants that can be engaged in identification and formulation studies for new projects does not increase</p>	Q3-2012	Reputational	Medium	Medium	C	Prepare ToRs well in advance	TA	N.A.	Done for new NRM project, but without success	Risk continues to exist and threatens the	Risk continues to exist and threatens the
						Invest time in expansion of local consultants contacts	TA	Q1-2013	Done by giving detailed comments on draft reports		
						Involve international consultants	BTC	NA	Done during BLS KILORWMP		
<p><u>Output-4:</u> Initiatives under the IDCP to support communities in getting legal access to natural resources and a fair share in the benefits thereof stall due to institutional inability at central level to complete application processes</p>	Q4-2012	Reputational	Medium	High	D	Include inventory of pending applications in base-line study	TA	N.A.	Done for BSPK and planned for KILORWEMP	Risk continues to exist and threatens the	Risk continues to exist and threatens the
						Report to JLMC	TA	Q4-2012	Discussed in Nov '12, Mar and Nov '13 -> Issue has the attention of the MNRT		
						Check raised issues at District and village levels	TA	Q1-2013	Main blockage is at LGA level due to limited capacity to flow-up the process		
<p><u>Output-4:</u> Approaches which make organizational capacity assessment and objective analysis part of inception phase activities in already approved projects, question the value of design agreements as per TFF.</p>	Q4-2012	Reputational	High	Medium	D	Ensure linkage between original design and proposed refinement	TA	-	Done for BSPK. Proposal to integrate OA, and ToC processes in formulation of NRM-LED project showed not to be feasible	Risk continues to exist and threatens the	Risk continues to exist and threatens the
						Explain changes in design and implementation approaches to all project partners	BTC	Q1-2012	Capacity development W/S		
						Ensure full participation of local partners and key-stakeholders in design adjustments	BTC	N.A.	-		

<input type="checkbox"/>		Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.
<b>2.2 How well are outputs managed?</b>		
<input checked="" type="checkbox"/>	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
<input type="checkbox"/>	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.
<input type="checkbox"/>	C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
<input type="checkbox"/>		Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

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

*In order to calculate the total score for this Q-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*

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

<input type="checkbox"/>	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
<input checked="" type="checkbox"/>	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
<input type="checkbox"/>	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.
<input type="checkbox"/>		Project will not achieve its outcome unless major, fundamental measures are taken.

**3.2 Are activities and outputs adapted based on the achieved results in order to the outcome (Specific Objective)?**

<input checked="" type="checkbox"/>	A	The project 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.
<input type="checkbox"/>	B	The project is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
<input type="checkbox"/>	C	The project 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 project can achieve its outcome.
<input type="checkbox"/>		The project has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

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

*In order to calculate the total score for this Q-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*

**3.1 Financial/economic viability?**

<input checked="" type="checkbox"/>	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
<input type="checkbox"/>	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
<input type="checkbox"/>	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.

Financial/economic sustainability is very questionable unless major changes are made.

**4.2 What is the level of ownership of the project by target groups and will it continue after the end of external support?**

**A** The JLCB and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.

**B** Implementation is based in a good part on the JLCB 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** Project uses mainly ad-hoc arrangements and the JLCB and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.

Project 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 project and policy level?**

**A** Policy and institutions have been highly supportive of project and will continue to be so.

**B** Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the project, and are likely to continue to be so.

**C** Project sustainability is limited due to lack of policy support. Corrective measures are needed.

Policies have been and likely will be in contradiction with the project. Fundamental changes needed to make project sustainable.

**4.4 How well is the project contributing to institutional and management capacity?**

**A** Project is embedded in institutional structures and contributed to improve the institutional and management capacity (even if this is not a explicit goal).

**B** Project 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** Project relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.

Project is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

Criteria	Score
Relevance	A
Effectiveness	A
Efficiency	A
Sustainability	B




### 2.2.3 Potential Impact

Enhanced capacity to coordinate NRM policies and regulations increasingly enables the MNRT to improve coherence and create synergy between CBNRM interventions under the Be-TZ cooperation as well as of those supported by other DPs. To ensure that this capacity of MNRT can make a substantial contribution to reaching the objectives of Tanzania's national strategy for poverty reduction (and that of Belgium's Development Cooperation alike), integration of NRM with Agriculture development is essential. It is the ambition of the identified NRM-LED project to do so.

### 2.2.4 Quality criteria

<b>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</b>	
<i>In order to calculate the total score for this Q-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>	
<b>1.1 What is the present level of relevance of the project?</b>	
<input checked="" type="checkbox"/>	<b>A</b> Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.
<input type="checkbox"/>	<b>B</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.
<input type="checkbox"/>	<b>C</b> Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.
<input type="checkbox"/>	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.
<b>1.2 As presently designed, is the intervention logic still holding true?</b>	
<input type="checkbox"/>	<b>A</b> 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).
<input checked="" type="checkbox"/>	<b>B</b> Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.
<input type="checkbox"/>	<b>C</b> Problems with intervention logic may affect performance of project and capacity to monitor and evaluate progress; improvements necessary.
<input type="checkbox"/>	Intervention logic is faulty and requires major revision for the project to have a chance of success.
<b>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 (assessment for the whole of the intervention)</b>	
<i>In order to calculate the total score for this Q-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>	
<b>2.1 How well are inputs (financial, HR, goods &amp; equipment) managed?</b>	
<input checked="" type="checkbox"/>	<b>A</b> All inputs are available on time and within budget.
<input type="checkbox"/>	<b>B</b> Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.
<input type="checkbox"/>	<b>C</b> Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.

## 2.4 Project identification capacity enhanced (Output 2)

### 2.4.1 Analysis of progress made

Output 2: The MNRT advised and assisted with the identification of the projects under the IDCP 2010-2013						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Not formulated						See 2.2.1

Progress of <u>main</u> activities	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
O2A1: Contribution to the development of ToRs for identification studies					Activity completed in 2012
O2A2: Updating relevant actors on approaches in project identification					Activity completed in 2012
O2A3: Technical backstopping to the execution of identification studies;		B			Completed in June 2013
O2A4: Pointing-out policy implications arising from identified interventions.		B			Completed in July 2013

#### Analysis of progress made towards output:

<i>Relation between activities and the Output. (how) Are activities contributing (still) to the achievement of the output (do not discuss activities as such?):</i>	Technical backstopping to the identification process of the NRM-LED project and assistance in the quality control of the results of the identification study executed by a contracted consultant enhanced the Ministry's capacity to initiate and oversee identification studies.
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>	In June the TZ-BE Partner Committee approved the Identification Report of NRM-LED project. It marked the completion of the Project's assistance to the MNRT in exercising its responsibility to identify projects as per IDCP 2010-2013.
<i>Issues that arose, influencing factors (positive or negative):</i>	Multiple changes (3x) of focal point persons in the PPD involved in the process limited the effectiveness of inputs and effected timely delivery of the output.
<i>Unexpected results (positive or negative):</i>	None.

### 2.4.2 Budget execution

See section 2.3.2

### 2.4.3 Quality criteria

Criteria	Score
Efficiency	A
Effectiveness	B
Sustainability	B

## 2.5 Project formulation capacity supported (Output 3)

### 2.5.1 Analysis of progress made

Output 3: MNRT advised and assisted with its participation in the formulation of projects under the IDCP 2010-2013.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Not formulated						See 2.2.1

Progress of <u>main</u> activities	Progress				Comments (only if the value is C or D)
	A	B	C	D	
O3A1: Contribution to the preparation of position papers outlining the current state of the art together with key lessons learned from experience of previous projects;		B			
O3A2: Contribute to development of ToRs for formulation studies		B			
O3A3: Inputs in into situation analyses of all intervention levels		B			
O3A4: Review proposed implementation modalities		B			

Analysis of progress made towards output: Analyse the dynamics between the activities and the probable achievement of the Output (see Results Report Guide).	
Relation between activities and the Output. (how) Are activities (still) contributing to the achievement of the output (do not discuss activities as such)?:	Information provision on the physiographic, socio-economic and institutional setting of the project area strengthened the MNRT's capacity to oversee the formulation process and make quality inputs in the review of the project design.
Progress made towards the achievement of the output (on the basis of indicators):	Not applicable
Issues that arose, influencing factors (positive or negative):	Separate responsibilities for project identification (MNRT) and formulation (BTC) allowed for a profound disconnection between the ideas generated during the two processes. It minimised the MNRT's input in the project design and raised serious questions about what partnership in project formulation means.
Unexpected results (positive or negative):	None

### 2.5.2 Budget execution

See section 2.3.2

### 2.5.3 Quality criteria

Criteria	Score
Efficiency	B
Effectiveness	B
Sustainability	B

## 2.6 Technical-backstopping capacity supported (Output 4)

### 2.6.1 Analysis of progress made

Output 4: MNRT advised and assisted in providing technical backstopping to on-going projects under the IDCP 2010-2013.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Not formulated						See 2.2.1

Progress of <u>main</u> activities	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
O4A1: Supporting implementation teams at district level in their effort to improve the quality of quarterly and annually planning and reporting		B			
O4A2: Giving feedback to the MNRT on policy issues arising from project implementation		B			
O4A3: Providing inputs in organization of Mid-term Reviews and Final evaluations		B			
O4A4: Assisting in supervising and mentoring National Technical Advisors appointed by BTC.		B			

Analysis of progress made towards output: Analyse the dynamics between the activities and the probable achievement of the Output (see Results Report Guide).	
Relation between activities and the Output. (how) Are activities (still) contributing to the achievement of the output (do not discuss activities as such)?:	Joint field visits and participation in technical project meetings facilitated mutual transfer of knowledge and ideas. It strengthened the capacity of the NPCs to coordinate and technically backstop the implementation of NRM projects under the IDCP and of other DPs.
Progress made towards the achievement of the output (on the basis of indicators):	Not applicable
Issues that arose, influencing factors (positive or negative):	Due to transfer of NPC-BSPK from FDB to TFS, project coordination and backstopping tasks are not part of formal job description. It negatively influences the availability for joint- advice and assistance to project activities.
Unexpected results (positive or negative):	None

### 2.6.2 Budget execution

See section 2.3.2

### 2.6.3 Quality criteria

Criteria	Score
Efficiency	A
Effectiveness	A
Sustainability	B



### 3 Transversal Themes

#### 3.1 Gender

Gender was not considered a specific theme in activity implementation as activities concerned were all gender-neutral.

#### 3.2 Environment

Capacity to raise concern about environmental impact of development interventions is at the core of the advisory and assistance activities of the Project. It evolves in supporting the Ministry in its efforts to develop more sector integrated approaches to NRM and Local economic development.

#### 3.3 Other

None



## 4 Steering and Learning

### 4.1 Action Plan

Action plan	Source	Actor	Deadline
<i>Description of the action/decision to be taken</i>	<i>The sub-chapter to which the action refers (e.g. 2.4)</i>	<i>The person responsible for taking the decision/taking action</i>	<i>e.g. Q1, Q2, Q3 or Q4 of year N+1</i>
Initiate a conversation between the MNRT and BTC how to strengthen the link between identification formulation process	2.5.1	DPP / ITA	Q1-2014
Draft a hand-over note that list task and responsibilities of the ITA that have to be taken-over after project closure in March 2014	2.3.1	ITA	Q1-2014
Prepare an End-of Project report and organise a final JLMC to close the project	2.2.1	ITA	Q1-2014

### 4.2 Lessons Learned

Lessons learned	Target audience
<u>Output-1:</u> Investment in strengthening the MNRT's capacity in developing and programming development interventions is valid, but its impact on the quality and relevance of Development Cooperation plans remains limited by the low level DPs involve the Ministry in the process.	MNRT/EoB/BTC
<u>Output-2:</u> Proper situation analysis during identification is needed to lay a stronger basis for the formulation process. This is possible only if decisions about intervention location are made beforehand (during programming process).	MNRT/EoB/BTC
<u>Output-3:</u> Value and meaning of partnership is at stake in efforts DPs are making to see that projects become (more) result-oriented. Unless a better balance is found, Tanzanian parties in the bilateral projects (as under the IDCP) are losing feel of ownership and therewith also the sense of shared responsibility for the outcome of the projects	BTC-HQ
<u>Output-4:</u> Conflict of interests in projects where districts councils are contracted as project implementers hampers efficiency and limits sustainability. To overcome the limitations of this construction, District councils are to be contracted as service providers with a clear ToR that describes deliverables, timeframe and other conditions of the assignment	BTC-HQ