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**BELGIAN
DEVELOPMENT AGENCY**

TECHNICAL & FINANCIAL FILE

KILOMBERO AND LOWER RUFJI WETLANDS ECOSYSTEM MANAGEMENT PROJECT (KILORWEMP)

TANZANIA

DGD CODE : NN 3011496

NAVISON CODE : TAN 11 027 11



THE BELGIAN
DEVELOPMENT COOPERATION **.be**

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Acronyms and Abbreviations

ASDP	Agricultural Sector Development Program
BDS	Business Development Services
BKR	Beekeeping Reserve
BMU	Beach Management Unit
BTC HQ	Belgian Development Agency Headquarters
BTC TZ	Belgian Development Agency Tanzania
BTC	Belgian Development Agency
CBFM	Community Based Forest Management
CBOs	Community Based Organizations
CBNRM	Community Based Natural Resource Management
CEPA	Communication, Education and Public Awareness
CFM	Collaborative Fisheries Management
CMT	Council Management Team
CSO	Civil Society Organisation
DALDO	District Livestock Development Officer
DANIDA	Danish International Development Agency
DPLO	District Planning Officer
DBO	District Beekeeping Officer
DC	District Council
DCDO	District Community Development Officer
DED	District Executive Director
DeNRM	Decentralized Natural Resources Management
DEO	District Education Officer
DFO	District Fisheries Officer
DFO	District Forest Officer
DGO	District Game Officer
DLNRED	District Lands Natural Resources and Environment Department
DHRO	District Human Resources Officer
DNRO	District Natural Resource Officer
DPIT	District Project Implementation Team
DPLO	District Planning Officer
DSC	Directorate for Sector Co-ordination
DSM	Dar es Salaam
DT	District Treasurer
DWE	District Water Engineer
EU	European Union
FBD	Forestry and Beekeeping Division
FR	Forest Reserves
GEF	Global Environmental Fund
GoT	The Government of Tanzania
GR	Game Reserve
IDCP	Indicative Development Cooperation Program
IUCN	International Union for Conservation of Nature
IGA	Income Generating Activity
IUCN	International Union for Conservation of Nature and Natural Resources
JFM	Joint Forest Management
JWM	Joint Wetlands Management
JLPC	Joint Local Partnership Committee
KVTC	Kilombero Valley Teak Company
LUP	Land Use Plan / Land Use Planning
M & E	Monitoring and Evaluation
MAFSC	Ministry of Agriculture Food Security and Cooperatives
MCS	Monitoring, Control and Surveillance
MEPE	Ministry of Planning and Economic Empowerment
MOEVT	Ministry of Education and Vocational Training
MGCD	Ministry of Gender, Women and Child Development
MH	Ministry of Health

MLCA	Ministry of Law and Constitutional Affairs
MLF	Ministry of Livestock and Fisheries
MLHSD	Ministry of Lands and Human Settlements Development
MNRT	Ministry of Natural Resources and Tourism
MoF	Ministry of Finance
MoFEA	Ministry of Finance and Economic Affairs
MoL	Ministry of Livestock Development
MoU	Memorandum of Understanding
MOW	Ministry of Water
MTR	Mid Term Review
NAFCO	National Agriculture and Food Corporation
NAWESCO	National Wetlands Steering Committee
NEMC	National Environment Management Council
NGO	Non Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NP	National Park
NR	Natural Resource
NRM	Natural Resource Management
NTFP	Non Timber Forestry Product
NWMS	National Wetlands Management Strategy
NWWG	National Wetlands Working Group
PFM	Participatory Forest Management
PMO-RALG	Prime Minister's Office of Regional Administration and Local Government
PO	Project Officer
RAS	Regional Administrative Secretary
REDD	Reducing Emissions from Deforestation and forest Degradation
RNRA	Regional Natural Resource Advisor
RNRO	Regional Natural Resources Officer
RUBADA	Rufiji Basin Development Authority
RUMAKI	Rufiji, Mafia and Kilwa
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SACCOS	Savings and Credit Cooperative Society
SWMP	Sustainable Wetlands Management Plan
TA	Technical Assistance
TANAPA	Tanzania National Parks
TANESCO	Tanzania Electric Supply Company
TFF	Technical and Financial File
TFS	Tanzanian Forest Service
URT	United Republic of Tanzania
USAID	United State Agency for International Development
VC	Village Council
VEO	Village Executive Officer
VICOBA	Village Community Banks
VLUP	Village Land Use Plan
VNRC	Village Natural Resources Management
VPO	Vice President's Office
VPO-DE	Vice President's Office - Department of the Environment
WBO	Water Basin Office
WCST	Wildlife Conservation Society of Tanzania
WD	Wildlife Division
WDC	Ward Development Committee
WEO	Ward Executive Officer
WMAs	Wildlife Management Areas
WO	Ward Office
WUA	Water Users Association
WWF	World Wide Fund for Nature

Executive summary

The “Kilombero and Lower Rufiji Wetlands Ecosystem Management Project (KILORWEMP)” Project is part of the Indicative Development Cooperation Programme (IDCP) between Belgium and Tanzania signed on 26th October 2009. During the Joint Commission Meeting between the governments of Belgium and Tanzania it was decided that one of the focus sectors for Belgian cooperation would be natural resources management.

The project was identified in 2011 after the final evaluation of the Kilombero Valley Ramsar Site project (KVRS), and formulated in June-August 2011.

The project has been designed taking into account the lessons learnt from previous projects in the NRM sector such as KVRS and the Eastern Selous project, as well as from other projects aligned with the Tanzania decentralization framework and implemented mostly through district authorities. Lessons learnt point to the need for further alignment and increased responsibility and ownership by local governments on one side, while at the same time acknowledging the need for a strong element of support and technical assistance to the local governments to ensure effectiveness.

The project aims to support the implementation of the existing policy framework of Decentralized natural Resources Management (DeNRM) around the key concept of Community Based Natural Resource Management (CBNRM). It has been designed to support further consolidation of such processes in the three target districts of Kilombero, Ulunga and Rufiji, while at the same time addressing key issues of policy environment such as stakeholder’s coordination and monitoring of policy implementation.

The overall objective is *“To sustainably manage the wetlands Ecosystem of the Kilombero Valley and Lower Rufiji so that its ecological balance is conserved, the local communities’ livelihoods are improved and economic development is sustained”*. The specific objective is *“Strengthened capacities to implement the sustainable management policy and regulations to the Wetlands Ecosystem of the Kilombero Valley and Lower Rufiji, fostering sustainable livelihoods development and more effective natural resources governance within the decentralization framework.”*

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

1. Support to Community Based Natural Resource Management
2. Support to sustainable NR based livelihoods development
3. Support to NR governance, policy review and harmonization

The project will focus on five types of CBNRM sustained by the policy framework: Wildlife Management Areas, Community based Forestry, Beach Management Units, Village Land Use Planning and Water Users Associations. The project is to be implemented by the three districts with support from all key stakeholders in the decentralized NRM governance chain, under the overall responsibility of the Ministry of Natural Resources and Tourism (MNRT). Key stakeholders include regional and central agencies, key implementation partners (conservation NGOs) and the private sector.

A strong component of permanent technical assistance will be ensured at both district and central levels. The key implementation partners will be contracted among permanent, Tanzania based conservation NGOs to provide specialized know-how and assistance mainly in working with communities, in order to foster long term, viable partnerships.

The project will have duration of 54 months, of which a 6 months inception phase.

The budget benefits from a donation by Belgium of 4 Million Euros.

Analytical record of the intervention

DGDC intervention number	3011496
Navision code BTC	TAN 11 027 11
Partner institution	MNRT
Duration of Specific Agreement	6 years (project = 5 years)
Estimated starting date of intervention	March 2012
Partner's contribution	€ 231,000
Belgian contribution	€ 4,000,000
Intervention sectors	Natural Resources Management – policy and administrative Management
Overall Objective	To sustainably manage the wetlands Ecosystem of the Kilombero Valley and Lower Rufiji so that its ecological balance is conserved, the local communities' livelihoods are improved and economic development is sustained.
Specific Objective	Strengthened capacities to implement the sustainable management policy and regulations to the Wetlands Ecosystem of the Kilombero Valley and Lower Rufiji, fostering sustainable livelihoods development and more effective natural resources governance within the decentralization framework.
Results	<ol style="list-style-type: none"> 1 Key resource users (wildlife, forest, fisheries, land & water) are organized to manage their resource base on wise principles within the framework of Community Based Natural Resource Management. 2 Key resource users, transformers and traders (wildlife, forest, fisheries, grazing land, water etc) organized to derive sustainable economic benefits from wise resources management through access to markets and sound business management. 3 Strengthened capacities of central, regional and local government structures to support and monitor the implementation of policies at local level and improved coordination between Natural Resource governance stakeholders at all relevant levels.

1. Situation analysis

1.1 National policy framework

Tanzania is in the process of developing a policy framework for Natural Resources Management, recognized as a key feature of its long-term development strategy. The project is from identification, clearly aligned with the policy framework; in fact it should be expected to feed this framework with field experience. The project presents multiple opportunities to constitute for the Government of Tanzania, a “laboratory” of policies and procedures for NRM.

Overall development strategies stress the basic importance of sustainable management of natural resources:

- Tanzania's Development Vision 2025 foresees that by the year 2025 Tanzania should have created a strong diversified, resilient and competitive economy that can effectively cope with challenges of development and that can also easily and confidently adapt to changing market and technological conditions in the regional and global economy. The implementation of all national sectorial policies is supposed to conform and attribute to the success of the vision 2025.
- The National Strategy for Growth and Reduction of Poverty (NSGRP) or MKUKUTA as its is popularly know, is the main framework to guide Poverty reduction efforts by focusing on enhanced economic growth. The NSGRP, as the nation's overarching economic policy and poverty reduction strategy, recognizes the importance of community engagement in natural resource management and good governance for attaining development policies. The NSGRP highlights the significance of natural resource management to poverty reduction and economic growth efforts in Tanzania.

A whole array of **sector level policies** is relevant to NRM in general, and wetlands management in particular:

- Wildlife policy (2007): the policy emphasis is on involving all stakeholders especially local communities and private sector in conservation and management of natural resources and healthy protection of wetlands. Some of the Wildlife Policy strategies that have significance for wetlands management include: Wildlife Management Areas (WMA) which provide joint management opportunities between state and communities; Wetlands Reserves to set aside core sensitive wetland and open areas, a new category which still needs to be regulated; and promoting the legal use of wetlands (and associated wildlife) through consumptive and non-consumptive use by encouraging tourism. The 2002 Wildlife Conservation Regulations formalized the user rights process whereby CBNRM in wildlife could take place on village lands, and the empowerment of the Authorized Associations (AA) stems from the 1974 Wildlife Act, reinforced by the recent 2009 revisions.
- National fisheries Sector Policy and Strategy Statement (1997): the objectives of the policy are to ensure effective use of fish resources to increase production, and enhance fish knowledge base, to contribute to the economic growth. The policy supports initiatives that lead to the protection and sustainable use the fish stock and aquatic resources. The Fisheries Policy (2007) and Fisheries Regulations (2009) encourage CBNRM through Beach Management Units (BMU) which provide means for users to apply for fishing rights in wetlands and efforts are underway to adopt a more ecosystem based approach through Collaborative Fisheries Management Areas (CFMA), where several BMUs share fishery units under one association to collectively manage the fishery. Guidelines for BMUs and sustainable fisheries are under preparation.
- Water policy (2002): The policy seeks to address cross –sector interests in water, watershed management and call for integrated and participatory approaches for water resources planning, development, management and enhanced efficiency in the use of water resources. The Policy requires water users to mobilize and organize themselves into associations, especially into WUAs, to apply for water rights, and to pay application and user fees. Many users have already formed WUAs and have applied for the rights. Specifically, the law bars abstraction of water for whatever purpose without a prior permit.

- National Environmental Policy (1997): The policy calls for sustainable and equitable use of wetland resources to meet the present and future needs without degrading the environment or risking health or safety. It identifies the problem related to wetland management as land degradation and deterioration of aquatic resources. The National Environmental Action Plan (NEAP) gives priority to different environmental problems relevant to wetlands such as: erosion of arable land leading to sedimentation in rivers, deforestation damaging headwater wetlands, pollution of the environment leading to lack of clean water, loss of habitats and biological diversity, and deterioration of water quality in the sea, coastal and estuarine areas, lakes, swamps and rivers. The National Environmental Management Act (2004) recognises the wetlands as a fragile ecosystem that plays an important role in water systems. The Act establishes the National Environment Management Council (NEMC) to formulate environmental legislations and strategies including the Environmental Impacts Assessment (EIAs). The National Environment Policy recognises the indispensable role of local governments in achieving its policy objectives.
- The National Forest Policy (2008): the 1998 policy has been after a consultative process. Among the objectives of the forest policy is to ensure sustainable supply of forest products and services by maintaining sufficient forest area under effective management. The policy calls for ensuring ecosystem stability through conservation of forest biodiversity, water catchments and soil fertility and enhance national capacity to manage and develop the forest sector in collaboration with other stakeholders. The National Forest Policy introduces a decentralized system which includes village forest reserves and mandated district councils mandated to manage national forest reserves on behalf of the central government. There are also local government forest reserves, managed by local authorities, specialized executive agencies or even by the private sector. Designation of village forest reserves will be managed by the communities. Forest management focuses on CBNRM through PFM (Joint Forest Management on state land and Community Based Forest Management on village lands).
- RAMSAR Convention on Wetlands: the Government of Tanzania ratified RAMSAR Convention on Wetland in 2000; it is an important treaty for the conservation and sustainable utilization of wetland resources. It recognizes the fundamental ecological functions of wetland and their economical, cultural and scientific value. Kilombero Valley Flood Plain RAMSAR site was designated to RAMSAR Convention list in 2002
- Agriculture and Livestock Policy (1997): it stresses recognizes the fact that agriculture is dependent on natural resources. The rehabilitation of traditional irrigation systems, rather than large-scale irrigation, is mentioned as a means to mitigate negative impact on wetlands. However the new Irrigation Policy (2009), main focus is on large-scale irrigation. The agricultural development strategy is now based on the KILIMO KWANZA declaration, presented as Tanzania's Green Revolution to transform its agriculture into a modern and commercial for peasant, small, medium and large scale producers. In practice this strategy favours a push for large-scale agricultural investments in areas with development potential, such as the Kilombero and Lower Rufiji valleys. The Livestock Policy (2009) does not mention much about sustainable pastoralism, a major land use issue in the Kilombero and lower Rufiji. There is hence a considerable policy gap at this level.
- The developing Sustainable Wetland Management Policy (SWMP): Sustainable Wetland Management (SWM), with two basic aspects, Joint Wetlands Management (JWM) and Community Based Natural Resource Management (CBNRM), is now a central strategy of being developed. This policy is to be co-ordinated as part of the wider National Wetland Programme (NWP). The NWP is the specific implementation instrument for wetlands.
- Local Government Policy (1990), Act (1982) and Village Land Act (1998): under the Local Government Policy, the aim is for all sectors to devolve responsibility for sector management to the lowest appropriate authority, the local government both at district and village level. The Local Government Authority Act 7 and 8 (1982), empowers the Village Government to create functional committees. In this case for communities to manage natural resources like wildlife, wetlands, forests and fisheries, the formation of these committee institutions follows the laid down sector legislation and the similarity in the process is outlined and harmonized in 6 basic, but universal steps to achieve CBNRM.
- National Lands Policy (1995): the main objective of the NLP is to promote and ensure wise use of land, guide allocations, prevent degradation and resolve conflicts. On the issues related

to environmental management, this policy is one of the major guiding principles to local authorities. Village Councils are responsible for looking after village lands on behalf of the Village Assemblies. Villagers hold rights called “customary rights of occupancy” which means that if they have lived on the land for many years they have rights to it. The NLP tries to protect the environment and natural resources. It reserves village lands and some communal areas for conservation purposes (e.g. forests on village land). The Land Act favours a participatory land-use management approach whereas villages land use management committees prepare Village land Use Plans (VLUP) which once approved by central levels, should provide improved tenure security and the possibility to enact by laws on land use. The Land Use Planning Act, No. 6 of 2007 creates the National Land Use Planning Commission (NLUPC) in charge of consolidating national and zonal land use plans. Land Use Planning authority is vested at the Village, Ward, District and Regional levels.

At local level, the whole set of policies and frameworks converge into the strategic concept of **Decentralized Natural Resources Management (DeNRM)**. The development of a decentralized environmental management framework in Tanzania stems from the view that concentration of decision making powers and ownership of natural resources by the central government has failed to promote sustainable management. In the late 1990s the Government of Tanzania introduced the Local Government Reform Programme (LGRP) with the objective to “improve the quality of and the access of public services provided through or facilitated by local government authorities.” The LGRP stresses the need to devolve the framework for environmental management so that communities’ level of participation and rights to deal with environmental issues is increased. This can be achieved by devolving powers from the central to the local government and creating an enabling environment.

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

In the past 20 years, there have been many lessons learnt with pilot CBNRM programmes like Participatory Forest Management (PFM in over 2000 villages), Sustainable Wetlands Management (SWM in 170 villages), Wildlife Management Areas (WMA in 210 villages), Beach Management Units (BMU in 700 villages), Water Users Associations, Beekeeping Associations, etc.

Based on this experience, each sector is still developing/pioneering/piloting its approach, its toolkits, training aides, materials, guides and “how to do manuals”.

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

1. To form a CBO;
2. To map/ delimitate the resource;
3. To develop participatory resource assessment;
4. To develop management plans;
5. To prepare by laws;
6. To secure user rights.

Despite efforts to harmonize, the policy framework suffers from its extreme complexity, the multiplicity of policy documents and regulations, and the lack of capacity to enforce it effectively at all levels. This produces logically overlapping, lack of harmonization and some levels of confusion as to decision-making.

The project design has been focused on providing support to the practical implementation of these frameworks in the three districts of intervention, and improving the policy monitoring, review and harmonization at central level.

1.2 Institutional framework

NRM policies are being implemented under a complex institutional framework:

- The Ministry of Natural Resources and Tourism (MNRT) plays a leading role in NRM, with the vision: *“Sustainably Managed and Utilized Natural and Cultural Resources and Responsible Tourism”*. The MNRT Strategic Plan (2010-2013), aims at *“Full integration of natural resource management under the national framework”*. The plan addresses duplication of efforts between local and central government levels, and aims at greater synergy between sector policies.
- The Vice President's Office (VPO) looks to implementation of the National Environment Policy through the Division of Environment.
- Specific natural resources are under the responsibility of distinct ministries: Ministry of Water & Irrigation, Ministry of Livestock And Fisheries Development, Ministry of Lands, Housing And Human Settlement Development, Ministry of Agriculture And Food Security, and Ministry of Energy And Minerals.

Upon signing the RAMSAR Convention, Tanzania has put in place two national institutional bodies to govern and technically guide its implementation. The National Sustainable Wetlands Management Steering Committee (NAWESCO), made up of 9 wetland dependent Ministries at Permanent Secretary (PS) level, is the policy oversight body of the government in implementation of the RAMSAR Convention on Wetlands. The Permanent Secretary, Ministry of Natural Resources and Tourism (MNRT) chair NAWESCO. NAWESCO is assisted by a technical body made up of 35 institutions, the National Wetlands Working Group (NWWG), which meets regularly to coordinate and share experiences between sectors and advise NAWESCO. The Wildlife Division (WD) in the MNRT is the Secretariat to NAWESCO and NWWG, with support through the Wetlands Unit (WU). The WU has a mandate to support all sectors at all levels of implementation of the SWMP, from central to local government, NGO, private sector and the public at large.

The decentralized management of natural resources calls also in the picture as main player, the Prime Minister's Office for Regional and Local Government (PMO-RALG), through its Directorate for Sector Co-ordination (DSC), which includes an Environmental and Natural Resources (ENR) Unit, and coordinates activities in NRM at LGA level, as well as Regional and Zonal activities for the consolidating of the planning and budgeting of all DeNRM Program activities. PMO-RALG coordinates the flow of funds from donor to Treasury to DSC, Regions and Districts, and accounting back through consolidated M&E, reporting and audit. It also conducts needs assessment, and coordinating training (both administrative and technical) with MNRT, and providing administrative technical backstopping support.

From PMO RALG down the DeNRM institutional framework involves 5 levels:

- Regional Secretariats (RAS) are responsible for promoting the implementation of DeNRM in their Districts, coordinate, synchronizing and consolidating planning, budgeting and reporting, in line with national guidelines, MTEF and AFM. They also scrutinize and consolidate district work plans, budgets, physical and financial reports for formal submission to PMO-RALG. They monitor and evaluate District implementation, consolidating M&E Reports for PMO-RALG, and provide technical support to their Districts.
- Local Government Authorities (LGA) are to implement the Decentralized Natural Resource Management policies, provide extension services, technical support and conservation education (CEPA) to villages and Councillors, prepare physical inventory and implement development plans. The District Council is the LGA decision making body and shall ensure that natural resources are taken into consideration in all District Development Plans (DDP) and allocate resources according to economic and bio-diversity importance of the resource. They are supported by technical advisory body, the District facilitation Team (DFT). District Councils, through the appropriate District Development Committee (DDC), supervise the implementation of all plans for development in their respective areas; they approve by-laws made by the village councils and co-ordinates plans, projects and programmes for the villages within the area of jurisdiction. Apart from the DDC, there are committees for finance,

administration and planning; education, health and water; and economic affairs and environment. The District councils are empowered to pass bylaws applicable for the whole district, which is submitted, to the regional officer who will comment and then submit the draft bylaws to the central level for approval. If joint management is to be through the WMA process, this should occur through the District Natural Resources Advisory Board (DNRAB) (where central and local government meet).

- The Ward Development Council (WDC) includes a councillor representing the ward in the District Development Council and chairpersons of all village councils within the ward. The WDC is responsible for developing general development plans for the ward and must manage disasters and environmental related activities within its ward.
- Implementation of plans and policies is undertaken at village government and user group level, supported by technical Officers from the District (i.e. the District Facilitation Team - DFT) and ward extension staff. The village council (VC) is entitled to propose by-laws that must be adopted by the village assembly before being submitted to the District Council for approval. Other activities at village level include the development of Village Land Use Plans and CBNRM, implementation of micro projects and monitoring and supervision of by laws.

Some other institutions function at a different scale. Most relevant in this case are:

- The Rufiji Basin Water Office was set-up as per Act No.10 of 1981, to monitor water availability, water quality and water uses in the basin, collect the water user fees, mediate and resolve water conflicts within the basin and establish Water User Associations as per Act No. 42 of 1974. Through sub offices it coordinates water management through Water User Associations (WUAs) and village committees in case where there are no WUAs.
- The Rufiji Basin Development Authority (RUBADA) was established in 1975 by an Act of Parliament. Its primary functions are the generation of electricity by hydro works, the undertaking of flood control measures, and the promotion and regulation of activities in the sectors of industry, agriculture, forestry, fisheries, tourism and transport. RUBADA plays a very important role in managing proposals of large-scale investments, including agriculture, in the basin: in the Lower Rufiji Valley, 57,000 ha were estimated highly suitable for irrigated agriculture (especially rice production) and 33,000 ha were rated as moderately suitable.

This complex institutional system with its multiple layers is far from functioning smoothly yet. The delays between formulating by laws at village level and getting them finally approved at central level, to give only one example, are protracted and information does not always flow as it should, causing difficulties in enforcing VLUP and CBNRM. Similarly the 6 step processes towards securing user rights in CBNRM are fraught with bureaucratic delays.

The project design is geared unto supporting all the institutional stakeholders and facilitating further progress in the VLUP/CBNRM processes as well as their consolidation in each district.

1.3 Stakeholders analysis

1.3.1 DeNRM institutions

The project being aligned with the DeNRM institutional framework, will support relevant actions at each of the levels:

- At **central level**, support to the MNRT as NRM leader and to VPO-Dept of Environment, PMO RALG and relevant line ministries, and linkage to NWWG and NAWESCO, to improve M&E and contribute to policy review.
- At **regional level**, support to relevant actions in consolidating, supervising and supporting the three districts.
- At **district level**, support to the Village Councils and district technical facilitation teams in their relevant functions to plan, supervise, support, monitor and consolidate DeNRM processes.
- At **ward level**, support to the Ward Development councils in relevant actions

- At **village level**, support to the relevant VLUP and CBNRM initiatives as well as related income generation initiatives.

At **central level** technical and administrative capacities are guaranteed to be available for the basic tasks of supervision and steering of the project; bottlenecks may however arise from the availability of officers, their permanence in function and channels of information:

- At the Ministry of Natural Resources and Tourism, the project coordination would be delegated at the level of the Wetlands Unit. The Wetlands Unit staff has recently been reinforced with well trained officers and has consistently supported the formulation process. However staff rotation is also affecting the unit, which remains small and attends multiple tasks.
- The MNRT as leader of the NRM sector is acting as chair to many coordination bodies and steering committees; while guaranteeing capacity, there have been issues of permanence of the designated officers in the steering committees.
- At PMO-RALG, the supervision of the decentralized processes is a core activity and poses no direct problem for the implementation of the project.
- Some specific actors such as RUBADA or the Rufiji Basin Water Board have important roles to play above the district level.
- The proposed role of the National Wetland Working Group as technical advisory body would provide an important channel of advice to the project stakeholders; however, it is not clear to what extent the NWWG members could ensure availability.
- The proposed role of NAWESCO as steering body would be hampered by the very low frequency to which this committee meets. This can be mitigated by the fact that the Wetlands Unit acts as Secretary to NAWESCO.

At **Region level**, the DeNRM activities are being supported by relevant officers in Morogoro and Coastal region; there is no full staffing of all the specialization levels in either.

At **District Council level**, the district councils will have to provide technical staff to support field implementation, assisted by DSC in PMO-RALG. The District Executive Officer will have to delegate the coordination of the project to one of the officers. From the point of view of MNRT, better coordination would be obtained through appointing wildlife officer. However as can be seen from the table below, the districts are not fully staffed in all the areas of specialization requested, and when they are, it is not always at a senior level sufficient to ensure quality coordination. Besides, all the officers at district level have multiple tasks. Staff rotation in distant districts is another issue.

The level of seniority is also an important factor; if NRM officers are not high in the seniority rank, this is likely to further affect their capacity to assume a proactive role. The following table shows that the three districts are far from presenting an optimal situation with incomplete staffs and varying degrees of seniority.

Table 1 : Technical Staff Levels and Capacities in Proposed Project Area Ulanga and Rufiji Districts

District council	Education	Sector staff levels						
		Wildlife	Forest	Fisheries	Land	Agriculture	Environment	Water
Ulanga District council	MSc	0	1	0	0	0	0	0
	BSc	2	3	0	3	6	2	2
	Diploma	0	1	3	1	17	0	2
	Certificates	4	0	1	1	7	0	12
Kilombero District council	MSc	0	1	0	0	2	0	0
	BSc	0	5	0	2	6	2	1
	Diploma	3	2	5	2	25	0	12
	Certificates	12	0	3	6	8	0	0
Rufiji District council	MSc	0	1	0	0	0	0	0
	BSc	1	0	1	2	9	1	2
	Diploma	0	2	10	0	18	0	2
	Certificates	7	2	0	2	5	0	19

Technical capacities are therefore likely to be a major limiting factor, with different degrees according to the particular situation in each district:

- Insufficient thematic expertise in some areas;
- Insufficient expertise of available officers in important community development skills, in particular all the skills related to participatory planning, community mobilization, community training, gender, etc

In administrative aspects, the experience so far of BTC projects through districts in Tanzania has been variable, with some district performing quite well, but the majority presenting very serious bottlenecks to adjust to the requirements of project cycle management:

- Delays and difficulties in mainstreaming project activities in district planning;
- Delays and difficulties in making funds available;
- Issues with financial reporting.

These financial bottlenecks have been assessed by a specific study during the formulation. Nevertheless, the technical capacities, as well as the effective availability of staff specifically for the project as well as training needs, shall be assessed before defining implementation modalities and responsibilities of local partners, both at central and districts levels. District level implementation problems are a combination of structural issues (resources and organization) as well as more circumstantial issues (low ownership of previous projects).

There are differences between the three districts as to the grade of the mentioned issues. They are mostly linked to the strength of the facilitation team and the motivation of the staff and there is no objective means to measure it; furthermore it is likely to change in the future according to staff rotation and other factors. The project will have to adapt to these differences by modulating intervention targets to the capacities and dispositions of each district.

Smooth implementation at district level will be vital for the overall progress of the project. In order to mitigate the very serious implementation and management risks linked with structural and circumstantial issues at district level, the following measures are proposed:

- Ownership of project will be maximized by participatory planning, baseline studies, delegation of project responsibility to the existing district level structures and adjustment of project targets to existing capacities.
- The DED to nominate the most senior and experienced officer to coordinate the project team as District Project Coordinator;
- A national Technical Assistant will be put at the disposition of each District Facilitation team to support the District Project Coordinator and DED in day-to-day implementation of project tasks, as well as to ensure smooth M&E.
- Support will be brought by service providers, and most importantly by NRM development partners, in principle thematic NGOs, in particular to ensure the community mobilization and capacity building aspects of project activities, as well as other relevant thematic activities.

1.3.2 Community based organizations

At ward and village level, there are significant numbers of councils and CBOs already engaged in CBNRM and VLUP processes. The capacity issues at this level are of course linked to the quality of leadership in each case, but overall features can be observed:

- Most groups are motivated to pursue objectives of sustainable NRM but lack a sense of empowerment of the legal processes, because they are so complex and protracted and they lack sufficient information;
- Most groups lack significant livelihoods and income generation incentives to ensure their long term commitment to the CBNRM and VLUP processes, because of both a lack of linkages with economic actors and value chains, and in many cases, the delays of the legal processes that would allow communities to manage the resources in a sustainable and profitable way.

The following table shows a sample of CBOs potentially relevant to the project, that have been identified during the formulation mission.

Table 2 : CBOs profile in Kilombero, Ulanga and Rufiji Districts

Name of Stakeholder	Category	Activities	Operational area
Mbegani Fisheries Development Centre (MFDC)	Training institute	Fisheries and fish handling training programs	National wide
IWWA - Association of Ifakara women weavers	Producers Association	Weaving handcraft business activities; production of mats, and baskets	Kilombero
Miombo Bee-keepers Association (MIBA)	Producers Association	Provide skills and facilities to Beekeepers groups and link them to the market.	Ulanga and Kilombero
Mbingu organic Cocoa Association-(MOCOA)	Producers Association	Association of organic cocoa producers in Mbingu, Mofu, Chita and Mngeta	Kilombero
Muyuyu - Bee Keeping for Unemployed Youth	Producer Association	Beekeeping activities	Rufiji

1.3.3 Potential NRM development partners

Several international and national NGOs specialized in environment, conservation and NRM have a more or less prolonged history of fieldwork in the Rufiji basin and collaboration with MNRT. By their specialized know how, international linkages and permanent presence in the country with long term programmes, they represent potential partners for MNRT and the project in pushing forward the wetland conservation agenda in the project area. They have had previous and/or current partnership with MNRT.

WWF Tanzania is present in the country since 1969, as a country organization since 1999. WWF is an important partner of the government in the global conservation agenda. It has accumulated experience and know how in at least 4 of the thematic areas relevant to the project: wildlife management, community forestry, fisheries and land use planning. Several projects and initiatives are particularly relevant:

- Udzungwa Mountains National Park: WWF is working with Tanzania's wildlife services as well as local communities and the private sector to protect the Park. This includes conservation and management support, ecological monitoring and research, infrastructure development and ecotourism initiatives. The project was originally financed by WWF UK, working with the Department of International Development (DfID) through a joint funding scheme. The next stage of the project, with financing from Norad through WWF Norway, focuses on supporting management of the forests outside the park including establishment of 4 community-based managed forests.
- Selous Game Reserve: WWF has conducted from 1996 a programme to support the reserve. Most importantly the project has supported Community Based Natural Resource Management (CBNRM) approaches following the launch of the Wildlife Management Area Regulations by the government, with implementation of these regulations and guidelines in Ngarambe and Tapika villages, Rufiji district, for a period of 3 years.
- RUMAKI Coastal fisheries project: the RUMAKI Seascape Programme Collaborative & Coastal Resources Management & Livelihoods Development In Rufiji, Mafia & Kilwa Districts, works with local communities in three districts, Rufiji, Mafia and Kilwa, and the Tanzanian government to improve management of marine and coastal resources. The project creates opportunities for local people to secure their livelihoods and increase their income. It works on strengthening BMUs including fisherfolk communities in the Rufiji delta.
- East African Coastal Forest Programme: since the early 1990s, WWF has supported the management and conservation of the East African Coastal Forests through projects in Kenya

and in Tanzania. WWF aims to develop and implement a strategy for conservation and sustainable management of the regional forests. The programme builds on existing and previous site level projects by bringing together several components to engage policy at local, national and regional levels and increased participation of communities in natural resource management and livelihood activities. Rufiji district is part of the target area.

- The Programme to Strengthen the Capacity of Environmental CSOs in Tanzania: the Programme purpose is to see the capacity, skills and ability of environmental civil society organisations (CSOs and CBOs) are strengthened so that they more effectively participate in and influence decision making and governance such that management of natural resources in Tanzania, especially the fisheries, forestry and wildlife resources, is more sustainable'

Obviously the multiple activities and ongoing programmes put WWF Tanzania in the position of a key strategic partner for KILORWEMP project.

IUCN Tanzania, the national office of the World Conservation Union, has also been active in the project area. It has implemented in the recent past several projects, studies and pilot actions in the Rufiji District since 1998. The Rufiji District Council implemented a Rufiji Environment Management Project with technical assistance from IUCN, and funding from the Royal Netherlands Embassy-The project included important studies on the feasibility of Environmental Management and Biodiversity Conservation of Forests, Woodlands, and Wetlands of the Rufiji Delta and Floodplain, including CBFM initiatives. Under the Strengthening Voices for Better Choices (SVBC) project financed mainly by the European Union (EU), IUCN worked with 12 villages to implement environmental management plans, improve awareness and understanding of forest and land laws, and revise village bylaws regulating the use of natural resources. In 2008 with funding by the UK government through Defra's Darwin Initiative, IUCN produced another important case study in integrated assessment: "Wetlands biodiversity, livelihood and economic value in Mtanza-Msona village, Tanzania."

Lately IUCN Tanzania has further strengthened its know how in Integrated Water Resources Management (IWRM), although in other regions of Tanzania. The Pangani River Basin Management Project (PRBMP) is generating technical information and developing participatory forums to strengthen Integrated Water Resources Management in the Pangani Basin. This includes mainstreaming climate change, supporting the equitable provision and wise governance of freshwater for livelihoods and environment for current and future generations. PRBMP has four major components: Environmental Flow Assessment, Community Participation in Water Resources Management, Climate Change and Groundwater assessment (to support the Integrated Water Resource Management and Development Plan). The project is implemented by Pangani Basin Water Board (PBWB) with technical assistance from the International Union for Conservation of Nature (IUCN), The Netherlands Development Organisation (SNV) and the local NGO PAMOJA. PRBMP is co-funded by the Government of Tanzania, IUCN Water and Nature Initiative (WANI), the European Commission (EU) through a grant from the EU-ACP Water Facility and the Global Environment Facility (GEF) through UNDP.

The know-how accumulated by IUCN, together with previous studies and participatory assessment in the Lower Rufiji, could be crucial to provide a working partnership with the Districts and the Rufiji Basin Water board to support WUAs as a component of IWRM, as well as studies such as flow assessment and training.

Finally, a smaller and less known institution **Frontier Tanzania**, the national branch of UK based Society for Environmental Exploration, has been active. Frontier Tanzania and the University of Dar es Salaam have been conducting collaborative research into environmental issues since July 1989 under the Frontier Tanzania Savannas Research Programme (FT SRP). Since July 1998, the FT SRP has been working in the Kilombero Valley undertaking conservation research and development activities including baseline studies of the Kilombero river birds and fisheries, the puku antelope, the biodiversity of miombo areas, and land use planning of Itete Ward, facilitation of the establishment of a Community Based Organisation, and the development of an environmental education programme. Another project targeted the Nambiga Forest Reserve in Ulanga District. Currently Frontier is working on establishing wildlife corridors in the Kilombero valley using the WMA approach.

The considerations above point to the fact that WWF and IUCN are trustworthy partners that are in a position to provide quality assurance to the project in their respective fields, therefore a partnership through execution agreements is proposed.

1.3.4 Service providers

The success of a project that needs to combine the implementation of the legal processes to ensure sustainable management of resources, with the capacity building of stakeholders and community mobilization, will require the participation of another group of stakeholders as **service providers**:

- **Training centers** are active in key sectors relevant for the project in the area.
- **Universities and research centres** are active in relevant aspects of the NRM problematic in the project area; this includes the University of Sokoine, University of Dar Es Salaam, TAWIRI et.
- **Local community development NGOs** are active in the three districts and supporting NRM and NRM related livelihoods development such as beekeeping.
- **Microfinance institutions** are active in the three districts and could be important partners to support the NR based livelihoods activities.

The following table includes a listing of such organizations active in the three districts. Many of them should be called to play a role in the project, either as direct service providers or as indirect stakeholders.

Table 3 : Service providers profile in Kilombero, Ulanga and Rufiji Districts

Name of Stakeholder	Category	Activities	Operational area
Mbegani Fisheries Development Centre (MFDC)	Training institute	Fisheries and fish handling training programs	National wide
TAWIRI – Tanzania Wildlife research institute	Research Institute	-Wildlife conservation research	National wide
CAMARTEC- Centre for Agricultural Mechanization and Rural Technology	Parastatal organization	Capacity building programs and technology disseminations on low charcoal stoves and alternative rural energy	National wide
Bethlehem Centre	Local NGO	Provide skills and facilities to Beekeepers groups and link them to the market.	Ulanga and Kilombero
Wildlife conservation society of Tanzania (WCST)	NGO	Wildlife conservation activities and capacity building on conservation effort., Provide training and technical support for conservation groups at grassroots level (communities and local NGOs)	National wide
TATEDO	NGO	Dissemination of energy serving technology	National wide
Tanzania Forest Conservation Group (TFCG)	NGO	Promoting the conservation of the Eastern Arc / Coastal forest biodiversity hotspot	National wide
WWF-Tanzania	NGO	Natural resource and environmental conservations	National wide
Community Watch Rufiji	Local NGO	Natural resource conservation sensitizations, HIV Aids& Malaria awareness, Community development plans designs	Rufiji
Mazingira Institute of Tanzania.	Local NGO	Involved in community sensitization in regards on environmental conservations, facilitating community and participatory forest management (PFM), establishment of community forest, establishment of tree nurseries and groups, facilitating empowerment skills.	Kilombero and Ulanga
KIVEDO –Kilombero Valley Environmental Organization- KIVEDO	Local NGO	Public awareness on environmental protection and conservations, establishment of tree nurseries, forestation activities and provision of entrepreneurship skills.	Ulanga and Kilombero
Mloka Mkongo Development Agency (Rufiji)	Local NGO	Conservation and development activities in Rufiji district	Rufiji

Name of Stakeholder	Category	Activities	Operational area
CARITAS-Mahenge	Local NGO	Providing social and economic services Kilombero communities mainly focusing on livelihood activities – agriculture, Livestock and health care support.	Ulanga and Kilombero
Bay Port	Micro-financing institution	Provision of Micro credit facilities to individuals and producer groups	Ulanga and Kilombero
FINCA	Micro –financing institution	Provision of Micro credit facilities to individuals and producer groups	Ulanga and Kilombero
National Micro finance Bank - NMB	Financial institutions(bank)	Financial services, cash deposit and withdrawing, loan facilities.	National wide
CRDB Limited	Financial institutions(bank)	Financial services, cash deposit and withdrawing, loan facilities	National wide
Ikwiriri Mission	Local NGO	Tunajari program- HIV aids awareness	Rufiji
Kilombero Foundation for Environment and Development Activities	Local NGO	Providing knowledge on agriculture	Kilombero
YOSEFO	Local NGO	Micro-financing activities to different activity groups	Kilombero
KILOFEDA	Local NGO	Public awareness on environmental protection and conservation	Kilombero
Shirika la Hifadhi mazingira Mofu (SHIMAMO)	Local NGO	Public awareness on environmental protection and conservations	Kilombero
Nyakitasi Foundations (Rufiji)	Local NGO	Mobilization and sensitization of youth groups on HIV/AIDS prevention and control	Rufiji

1.3.5 Private companies

Important actors include private companies investing in agriculture and forestry in the three districts. Some occupy large tracts of land in key wetland areas. Private companies active in important areas of the Kilombero and Lower Rufiji valley and need to be incorporated in the effort to achieve sustainable NRM; several of them are conducting their own initiatives.

RUBADA plays an important role in channelling new investments in the areas deemed suitable for irrigated agriculture. A common, integrated Land Use Planning framework is still lacking to ensure that common criteria are used before land allocation processes can go forward.

Another important player linked to the private sector is the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), a public-private partnership which aims to boost agricultural productivity in Tanzania and the wider region. SAGCOT will promote “clusters” of profitable agricultural farming and services businesses, with major benefits for smallholder farmers and local communities. SAGCOT is supported by a group of private sector agribusinesses, both local and international, in partnership with the Government of the Republic of Tanzania and donor organisations. The SAGCOT Executive Committee includes the Government of Tanzania, Unilever, Yara International, Agricultural Council of Tanzania (ACT), Alliance for a Green Revolution in Africa (AGRA), Confederation of Tanzanian Industries (CTI), Tanzania Sugarcane Growers Association, United States Agency for International Development (USAID) and the Irish Embassy Tanzania. Other corridor partners include: Diageo, DuPont, General Mills, Monsanto, SAB Miller, Syngenta, Standard Bank (Stanbic), National Microfinance Bank, Norfund, Food and Agriculture Organisation (FAO), and The World Economic Forum. SAGCOT is likely to accelerate the trend of large-scale investments in agriculture in the south of Tanzania, with the Kilombero-Rufiji valley as a key area.

The following table indicates private investors already active in the three districts.

Table 4 : Private investors profile in Kilombero, Ulanga and Rufiji Districts

Name of Stakeholder	Category	Activities	Operational area
Luhombelo processing farm	Private farm	Rice production, processing and parking	Ulanga and Kilombero
SYNGEN CO. LTD	Private farm	Sugar cane production	Ulanga and Kilombero
M/S MERERA PLANTATION LTD	Private farm	Rice production, processing and parking	Ulanga and Kilombero

Name of Stakeholder	Category	Activities	Operational area
KILOMBERO PLANTATION LTD.	Private farm	Rice production, processing and parking	Ulanga and Kilombero
Msuya Beekeeping farm	Private farm	Private farm involved in beekeeping business, honey production and marketing	Ulanga and Kilombero
Lungongole Bee farm	Private company	Private company involved in beekeeping business, honey production and marketing	Ulanga and Kilombero
Green Resources Ltd:	Private company	Supporting beekeepers with skills and facilities in Masagati ward – Kilombero district.	Ulanga and Kilombero
Kilombero Sugar Company (ILLOVO)	Private company	Sugar cane farming, processing and production of sugar	Ulanga and Kilombero

1.4 Problems to be addressed

The Kilombero Valley in Morogoro Region is the largest low-altitude freshwater wetland in East Africa. It is a key element of a whole ecosystem including the Rufiji lower basin and coastal areas.

The Kilombero Valley floodplain is considered of high importance in terms of its ecology and biodiversity. The Kilombero River system regulates the flow of the Rufiji River, and is an important source of nutrients for downstream areas including the Mafia –Rufiji mangrove, sea grass and coral reef complex. The Rufiji delta follows on from a wide flood plain and covers some 72,000 ha, of which about 54,000 hectares form the largest continuous area of mangrove in eastern Africa. The annual flooding of the Kilombero floodplain is vital for both the maintenance of soil fertility and the productivity of the fisheries: it is a breeding and nursery ground for fish in the whole of the Rufiji Basin. The permanent water in the Kilombero is also a key feature in the Selous - Kilombero wildlife migrations. The forest areas to the North and South act as catchments and harbour wildlife in the wet season.

Because the valley contains extremely high densities of large mammals and crocodiles it has been classified as a Game Controlled Area for over 40 years. The valley contains almost 75% of the world's population of the wetland dependent Puku Antelope (*Kobus vardonii*). It has more than 300 bird species, including at least one unique to the valley. Because of its ecological importance, the floodplain was declared in 2002 a Ramsar Site covering 796,735 ha. In the lower area another site was created as the Rufiji-Mafia-Kilwa (RUMAKI) Ramsar Site.

The Kilombero valley is home to more than 200,000 people, mostly dependent on the abundant natural resources for their livelihoods. A total of 75 registered villages are located within or at the borders of Kilombero Game Controlled Area, plus a number of smaller villages, hamlets and fishing camps. The majority of villagers are subsistence agriculturalists, cultivating rice in the valley, maize and other crops in the uplands and in the valley during the dry season. Fishing is also an important livelihood. There are increasing numbers of pastoralists; some of them transhumant- from 2006 on there have been a massive influx of cattle in the valley by pastoral tribes like Mang'ati and Masai as well as the agro-pastoralist Wasakuma (estimated at more than 200,000 heads). By Tanzanian standards, the farm sizes are large, the soil is fertile, and new farms can easily be acquired by clearing forest so that farmers tend to migrate into the area.

Research made by IUCN in the Rufiji wetlands downstream shows that villagers use in average 7 different sources of livelihoods from the wetlands for income, medicine, energy, food and shelter, with a higher dependence for poorer households. People living on the Rufji River and coastal areas are patrilineal and the management of resources and land availability is controlled by men, and women have little control on those resources.

Commercial agriculture is also important (Kilombero Sugar Company) as well as commercial forestry (Kilombero Valley Teak Company) and others (macadamia plantation). Major planned investments are likely to have a serious impact: a dam, rice estate and increased sugarcane plantation for bio-fuel.

The increasing pressure on resources can be noted at several levels:

- Increasing pressure of grazing, wood cutting and burning reportedly affecting the soil fertility and water retention capacity. There have been reports of changes in the pattern of rivers with

the reported drying of one once permanent feeder stream in Ulanga District and the drying up of the Great Ruaha River during the dry season (a parallel watershed affected by degradation of uplands).

- Illegal wood cutting for fuel;
- Agricultural expansion closer to riverbeds causing degradation: recent reports indicate that shifting cultivation affects up to 50% of the floodplain. 98% of households obtain food from wetland cultivation.
- Increasing conflicts between agriculturalists and pastoralists.
- Depletion of fish stocks blamed on destruction of breeding areas, over fishing etc. Catches have increased from about 120,000 Kg in 1999, to more than 250,000 in 2007.
- Reduction of swamps.
- Poaching and increasing hunting of bush meat by exploding population

Ecological degradation is also affecting the Rufiji, and the delta is coming under increasing pressure ranging from over-harvesting of mangroves, clearing mangrove for cultivation, and overexploitation of riparian forests and fisheries. From the late 1980's onwards concern has been growing that increasing human impacts on the ecosystem of the valley could lead to considerable alterations in ecosystem structure and function. Apart from the threats to the Kilombero Valley itself, there could be indirect effects for the neighbouring Selous Game Reserve, a World Heritage site, as well as Udzungwa National Park. The existing Game Controlled Area system was perceived as ineffective in achieving conservation of the area since it does not restrict land-use, and the level of enforcement of restrictions on hunting was thought to be very low, mostly due to a lack of manpower.

Several proposals were made; in the late 1990's an Irish Aid funded programme started supporting the District Councils of the region to increase local-level capacity for management of natural resources and initiating community-based conservation using a framework pioneered by the Selous Game Reserve Buffer Zone Programme. In the early 2000 increasing initiatives were taken.

After the establishment of a RAMSAR site the Belgian Cooperation co-funded project to develop and implement an integrated management plan (IMP) for the Kilombero Valley Ramsar Site (KVRS), in order to help the government to respond to the management requirements such as development of an integrated management plan (IMP), the establishment of wetland reserves; public education and awareness, banning of illegal fishing techniques; controlled clearance of wetland vegetation.

The KILORWEMP identification process identified the main barriers to attain the sustainable wetlands management in the lower Rufiji Basin:

- Competing and conflicting use by multiple stakeholders;
- Rapid population growth putting pressure on natural resource carrying capacity;
- Weak/poor coordination and collaboration between institutions at national and district level;
- Inadequate human resources, financial and technical capacity;
- Unsustainable over-use of resources;
- Effects of climate change;
- Low priority allocated to sustainable wetland management;
- Illegal use of resources, pollution and encroachment;
- Lack of standardized guidelines on sustainable wetland management;
- Lack of information and monitoring and evaluation for sustainable wetland management;
- Low valuation and appreciation of Wetlands Ecosystem Services (WES) as economic goods by community and government, and part of tax based economy of 'user pays';
- Unplanned use of wetland resources;
- Lack of knowledge and appropriate technological solutions for wise use of wetlands resources;
- Poor governance and law enforcement;

In terms of law enforcement, more specific problems need to be addressed:

- Insufficient harmonization of sector Policies related to conservation, land use planning and utilization of natural resources;
- Ineffective and cumbersome administrative setup for the management of natural resources

(Central government and local authorities);

- Weak enforcement of regulations.
- Inadequate trained human and financial resources at all levels;
- Weak mechanism to control and assess resource base, data collection, processing, analysis and storage;
- Inadequate promotion of income generation, added value and connection to value chains for livelihoods derived from natural resources;

Section 1.5 replaces the issues at the level of each stakeholder of the DeNRM system. Chapter 2 indicates the strategy proposed to address the key problems.

1.5 SWOT analysis

The SWOT analysis has been applied to the main stakeholders during the formulation for the main stakeholders and levels of DeNRM, revealing the following:

1.5.1 Strengths

1. National: well developed policy framework, consolidated institutions, staff with good qualifications
2. Regional: Technical staff with good qualifications, political will, existing interventions
3. District: Technical staff covering key areas (wildlife, forestry, fisheries, agriculture and livestock)
4. NRM activities included in DDP, previous experiences
5. Ward/Villages: Many villages with ongoing NRM experiences that can be further strengthened
6. Service providers: Involvement of NGOs such as WWF, Frontier
7. Private sector: Some major investors involved in agriculture and water management

1.5.2 Weaknesses

1. National: weak M&E systems affecting knowledge of policy implementation issues in the field, high turnover of staff, duplication, overlaps, problems of harmonization
2. Regional: Limited capacity for M&E and support to districts
3. District: Varying capacity of staff, multiple tasks, lack of resources for operational tasks, reduced information, insufficient linkage with stakeholders, low priority of NRM. Insufficient collaboration between central government, Local Authorities, Police and Judiciary to enforce effectively legislation. Inadequate promotion on the existing alternative livelihoods
4. Ward/Villages: illegal hunting, fishing, forest cutting and land use practices fostered by poverty and lack of opportunities. Low levels of organization, low implementing capacity, lack of linkages to market, weak leadership.
5. Service providers: non permanent actors; insufficient linkages and information with LGA and other stakeholders
6. Private sector: Poor linkages with smallholders, very few PPPI
7. Conflict of interests among stakeholders and other institutions.

1.5.3 Opportunities

1. National: drive towards greater coordination; ongoing development of wetlands policy
2. Regional: Regional NRM can play a role in strengthening M&E and coordination of stakeholders between districts and with central level
3. District: District can develop medium term NRM strategies with stronger partnerships and generate more revenues from NRM. Political will and legislation to support collaborative NRM management.
4. Ward/Villages: WMA, PFM/CBFM, BMU, WUA and LUP can improve livelihoods if linked with business/market opportunities
5. Service providers: Can provide community development services to support CBNRM in strong partnership with LGA
6. Private sector: Can develop environmental safeguards and invest in CBNRM in partnership with communities and districts

1.5.4 Threats

1. National: high pressure to approve large scale investments without proper consultation and impact analysis at local level.
2. Regional: Low priority of NRM
3. District: Turnover of staff, low priority of NRM
4. Ward/Villages: Insufficient economic incentives for NRM encouraging negative practices
5. Service providers: no permanence after external funding ends
6. Private sector: incentives for destructive practices. Low priority of NRM, investment in schemes damaging the environment and displacing community resource users.

1.6 Belgian strategy in the sector and operational experiences

1.6.1 NRM in the IDCP

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

The specific objective for the wetland intervention is: Sustainable wetland management is improved through the development and implementation of a management plan for the lower parts of the Rufiji Basin.

Under the last IDCP (2003-2007) Belgium assisted the Government of Tanzania (GoT) with a project to develop and implement an integrated management plan (IMP) for the Kilombero Valley RAMSAR Site (KVRS), a wetland of international importance. The project started at the end of 2006 and is expected to finish in 2011. The KVRS project has been progressing well and is expected to deliver the IMP at the end of the project period. However, there will be little time left to support the implementation of the IMP in the whole RAMSAR Site.

- The Natural Resource Management sector will be supported through 3 components using a project approach on:
- Beekeeping (consolidation phase of BIP in Kigoma Region), (3 M €)
- Wetlands (continuation and expansion of the Kilombero RAMSAR Site Management Program), (4 M €) and,

- District Natural Resources Management plans through a coherent bottom-up approach, in a number of pilot districts and, after implementation of these NRM Management-plans, a national coordinated NRM-strategy and policy will be developed & approved after extensive consultation with the relevant partner institutions. (6 M €)

Hence, Natural Resources Management sector will be supported through an integrated approach in order to guarantee a more coherent program that will lead, through a bottom-up approach to an overall increase of impact in the long run.

A synergy could be provided with the decentralization process under the Local Government Reform Program (LGRP) in order to facilitate an “NRM window”

Natural Resources Management (NRM) is economically important as it is linked directly to wider themes of management of environment and poverty reduction.

Belgium wants to build on the experience gained during implementation of the KVRS project. Lessons learned will be integrated in the new wetland project in order to improve Tanzania’s capacity to meet its international obligations to manage its wetland resources in the Lower Rufiji area sustainably.

1.6.2 Principal lessons learned and linkage to previous projects

BTC has had two previous interventions in the area of NRM in the same regions, which are at the stage of winding up.

Eastern Selous Community Wildlife and Natural Resources Management Project: the 2,5 M Euros Project aims to improve the livelihoods of communities neighbouring the eastern sectors of the Selous Game Reserve through natural resources conservation. It specifically wants to achieve that at the end of the project communities participate in management of wildlife and derive resulting benefits on a sustainable basis. The project has supported the establishment of 2 WMAs (down from 4 initially planned), is generally accepted and has a good degree of ownership at the District Level and central level. However only leaders within the community institutions have a good understanding of the project aims, there has been a lack of capacity building among villagers, a lack of proper assessment of feasibility of WMAs and insufficient work on the income generation dimension of activities. More than two years after the MTR, the progress has been very slow due among other things, to institutional bottlenecks at central level.

The KILORWEMP project will support the consolidation of the WMA process in the Rufiji delta, taking it from the stage the Eastern Selous project will have reached. Exactly which actions and processes will be retaken from these projects, is to be decided in participatory form during the baseline assessment and operational planning phase **Kilombero Valley RAMSAR Site Project (KVRS):** this project supports the Government of Tanzania in honoring its obligations under the international RAMSAR Convention to conserve the eco-system of the Kilombero floodplain. KVRS is coming to an end in mid 2011. A final evaluation of the KVRS project was undertaken in December 2010 and January 2011. The evaluation team and stakeholders review identified some main lesson learnt and recommendations to be taken into consideration when formulating follow up actions:

- To involve all important key stakeholders from the beginning to ensure ownership and accountability;
- To mainstream future intervention directly in District level planning, budgeting and monitoring procedures;
- MNRT to develop a wetland management guideline as required for institutional support under the new Wildlife Act 2009;
- Districts to ensure that any future support for interventions is fully vested in their district council systems and ensure allocation of funds for activity implementation as per approved budgets;
- MNRT/PMORALG/BTC/ to ensure that procedures to recruit/appoint project staff are well scheduled and procedures to hire technical support services are shortened and contract management improved;

- Develop capacities at all levels and avoid a situation where service providers fill gaps in existing capacity;
- Spell-out clearly decision-making and monitoring roles and mechanisms at implementation and oversight levels (district and JPLC respectively).

The KILORWEMP project is not a continued phase of KQRS but will build on a series of achievements and initial steps such as:

- Selecting the most promising CBNRM initiated under KQRS and consolidating the process;
- Building on the basis of the Management Plan proposed by KQRS to support the integrated planning of the Ulanga and Kilombero districts.

Furthermore, the several interventions funded by Belgium in Tanzania that are working through the decentralized structure, have met similar difficulties with the implementation procedures:

- Technical and administrative management capacities vary widely from one district to another, but in general district staff show serious limits to manage projects in parallel with their regular tasks;
- Administrative procedures are lengthy to ensure incorporation of project activities in District budgets, and delays accumulative for implementation;
- Conflicts of decision making processes arise from lack of clarity on procedures;
- JLPC lose effectiveness if too many institutions participate and there is a high turn off of representatives.

The KILORWEMP project will address the main issues by:

- Ensuring greater ownership by the LGAs through a phase of further participatory planning at inception, after extensive consultations during the formulation phase;
- Putting emphasis on supporting capacity building of the districts councils and facilitation teams, both from the technical and administrative point of views, including strong embedded technical assistance;
- Clarifying the roles and decision making processes;
- Providing strong external support to processes through permanent, Tanzania based NRM development partners such as WWF and IUCN;
- Putting emphasis on the development of a simple, effective and shared M&E system between all stakeholders.

2 Strategic orientations and guiding principles

2.1 Strategic framework of the project

The problematic of NRM in the wetlands of Kilombero and lower Rufiji are complex, interlinked and concern a multitude of socio economic and institutional stakeholders. Using an ecosystem approach means that relevant interactions must be addressed in a way that all relevant stakeholders improve their capacity to implement on the ground, arrangements that ensure wise use of the resources, minimize conflicts and ensure long term ecological and livelihood benefits. In order to address this complexity in a meaningful way, the project will focus its intervention in supporting core processes of sustainable NRM and the governance mechanisms that are necessary to achieve robust, sustainable arrangements for access and management of the key resources of the ecosystem.

The key resources to be targeted are defined as:

- **Wildlife** (wetland wildlife is of high priority for MNRT and a key asset of the RAMSAR sites; conservation and establishment of corridors are vital for wildlife management in the whole southern area of Tanzania)
- **Forests** (forests cover about 10% of the area and are key for the maintenance of both the water catchments and the wildlife that is endemic to the forest or migrating from the valley during floods; they provide sources of livelihoods for communities)
- **Fisheries** (inland fisheries in the area are a key asset for local communities which is linked to the wise use of the wetland and its catchments areas)
- **Agricultural land** (agriculture is the mainstay of the economy in the three districts with a growing impact on the wetlands, increasing competition and pressure for the introduction of more large scale plantation type investments)
- **Grazing land** (grazing in the floodplain during the dry season is vital for the local economy, for the survival of an increasing number of transhumant herders and the most pressing issue in terms of potential conflict and impact on the environment)
- **Water for irrigation** (increasing use of water for irrigation is already a serious issue in the Ruaha valley and is worsening in the Kilombero and lower Rufiji; village based irrigation systems are fundamental for the local economy, as well as large scale estates which are putting increasing pressure on the resource).

The project cannot reasonably expect to achieve in four years time, substantial progress on all fronts and at a large scale so that lofty objectives such as full implementation of an integrated management plan are still a long way ahead given all the challenges to be faced. Nevertheless, the project can support systematic progress on key aspects of NRM governance in a way that will build capacities and experience at local, regional and national levels that will enable stakeholders to progress more effectively towards the long-term objectives, by up scaling the achievements and replicating them in other regions. An advantage to be built upon is the multitude of experiences and arrangements in process in the three districts. The project does not need to start from a blank slate or reinvent the wheel. The fundamental legal framework is in place, and in the process of being implemented in the three districts, even if in a patchy and slow way so far. Local stakeholders are reasonably aware and plans for future action wait for support. The project will therefore build on what already exists and respond to local agendas.

The key aspects of NRM governance that will be the focus of the project intervention are those that are set by national policies and legislation to govern the use of the key resources.

The common features of the policy framework are clear:

Decentralized Natural Resource Management as the institutional framework; it is in the process of consolidation in the three districts.

Community Based Natural Resource Management as the fundamental “building block” through which resource users will be enabled to establish the arrangement for sustainable use within the legal framework. The different existing models are being established and piloted in the three districts. The project will therefore address the issues of NRM in the wetland and wetland-linked areas in the following way:

Strengthening the capacities of the NRM governance stakeholders at local, regional and national levels, to plan, implement, supervise, and monitor the development of CBNRM for the key resources in the three districts, in a way that will allow future upscaling and consolidation once the project ends;

Supporting the establishment and consolidation of a network of robust CBNRM institutions for the key resources, which can serve as reference for further upscaling, replication and policy review.

- The conditions for achieving a robust CBNRM institution are well known¹;
- The resource base to be managed has to be clearly delimited;
- The resource users with authorized access must be clearly defined and organized;
- The rights and duties of users must be well defined and understood by all;
- There must be solid incentives built in the system of rules;
- The enforcement of rules must be monitored;
- Violations must be sanctioned in a gradual way;
- There must be a mechanism for conflict resolution and discussion of issues;
- The local CBNRM institution must be embedded in a system of governance that provides an enabling environment and proper supervision.

Table 5 below resumes the situation of CBNRM in the 3 districts in respect of these basic conditions and allows identifying the areas that need more intensive intervention.

Table 6 indicates the possible choices of intervention in each district according to available information from Districts and from the formulation field mission. This table allows seeing the number of initiatives already started and in course to establish CBNRM initiatives in the three districts.

¹ See the several works developed by Elinor Ostrom, such as *Governing the Commons: The Evolution of Institutions for Collective Action* Ostrom, Elinor, Cambridge University Press, 1990; *Rules, Games, and Common Pool Resources* Ostrom, Elinor, and Gardner, Roy, and Walker, James, Editors, Ann Arbor, University of Michigan Press, 1994

Table 5: Summary of state and challenges of CBNRM

Resource	Legal framework for CBNRM	Delimitation and organization of users	System of internal rules	Incentives	Monitoring	Sanctions	Conflict resolution	Enabling environment
Wildlife	Wildlife Management Areas (WMA)	Established by law; approval process slow and complex Limited support to organization capacity building	Bylaws developed by association. Need approval at several levels	Some good experiences of contracts. Addressed very late in process, should be at feasibility level	To be implemented by WMA association, requires set up of village rangers	Internal sanction through by laws. Legal sanctions not very deterrent and weakly enforced	Supposed to be managed by association.	District NR department (wildlife officer) and Wildlife Division to support the whole process. Main bottlenecks are limited capacity at local level, poor information and slow bureaucratic process
Forests	Community Based Forest Management (CBFM) on village land, Joint Forest Management (JFM) on state land, Beekeeping Reserves (BKR)	Established by law; approval process slow and complex Limited support to organization capacity building	CBFM and JFM experiences multiple. Most have not yet arrived at the level of approved management plan.	Potential for timber, fuelwood, charcoal, beekeeping, NTFP. Experience limited, no business plans, no chain coordination	To be implemented by PFM and beekeeping associations	Internal sanction through by laws. Legal sanctions not very deterrent and weakly enforced	Supposed to be managed by association.	District NR department (forest officer) and Forest Agency to support the whole process. Main bottlenecks are limited capacity at local level, poor information and slow bureaucratic process
Inland Fisheries	Beach Management Units (BMU)	Established by law; issues about technical basis for delimitation Limited support to organization capacity building	Many BMUs organized, the final process of approval not reached.	In case of inland fisheries in the project area commercial potential not well assessed. No chain coordination	To be implemented by BMU associations	Internal sanction through by laws. Legal sanctions not very deterrent and weakly enforced	Supposed to be managed by association.	District fisheries officer and Fisheries Division to support the whole process. Main bottlenecks are limited capacity at local level, poor information and slow bureaucratic process
Agricultural land	Village Land Use Plan	Established by law; participatory process well defined. VLUM committee to implement the plan	VLUP ready in many villages and wards, final approval by LU Commission not reached	The direct incentive is increased tenure security through certificates	To be implemented by VLUM committees	Internal sanction through by laws.	Supposed to be managed by VLUM committee.	The VLUP is supposed to be consolidated at ward and district levels. The functionality has not been validated and the institutional set up is confuse
Grazing lands	Village Land Use Plan; no specific legal arrangement for multi users grazing lands	No specific mechanism for grazing lands management	Only informal arrangements between villagers and pastoralists	Villagers receive fees from pastoralists, no incentive for sustainable use	No legal provision	Implemented informally Top down evictions not effective	Implemented informally	The issue of grazing lands is being addressed top down with evictions etc. No enabling environment at all, District Agric & Livestock officers not well equipped to address issues
Irrigation water	Water Users Association (WUA)	Well defined; some contradiction with existing informal groups	To be developed through internal by laws; in general works well informally	Direct returns from good water management	To be implemented by WUAs; simple social control	To be implemented by WUAs	Implemented by WUAs	District Agric & Livestock officers, and Rufiji Basin Water Office to support the water management process; to be integrated in IWRM approach still a far off objective

Table 6: Potential areas for WMAs and wetland reserves in the three districts

CBNRM institution	Kilombero	Ulanga	Rufiji
Wildlife Management Areas (WMAs)	15 WMAs already surveyed in 2003 Priority Mofu and Mbingu Finalize Itete, Mngeta and Utengule / Kilolelo WMAs (finalize LUP, CBO formation, WMA Management Plan, Gazettment of WMAs)	5 WMAs already surveyed in 2003. Priority Igota, Kichangani, Ikungua, Idundo, Nakafulu, Namhanga, Kiduvalo and Iragua. Possible new WMAs in Mahenge open Area South Igota – Chikuti WMAs, Sofi-Kilosampepo WMAs, Unfinalized Itete WMAs (11 villages Mwaya, lupiro, Mtimbira, Malinyi and Ngoheranga Division)	Consolidate Mungata and Juhiwangumwa WMAs (3 wards and 13 villages)
Wetland reserves	21 villages: Formulate guidelines, develop by Laws, create resource use zone	52 identified wetland (10 villages) in Kilombero valley. Igalula Swamp and other 7 in lupiro division, Kilosa mpepo swamp in Malinyi Division, 44 natural swamp in the Luhombero river floodplain in Mwaya Division, the Mahenge scarp, Sali, Ligamba, Mzelezi Catchment areas	
Community Based Forest Management (CBFM)	Finalized 8 Village Forest Reserves Map production and gazetting Support their management, M&E	11 villages forests : finalize demarcation , Management Plan Gazetting. Identify catchment forest area (19) in Msogezi, Sali, Majengo, Mdindo, and Epanko	Consolidation of the limit of 12 Forest Reserve boundaries (regular monitoring, boundaries mark – sign, infrastructures) – Mtitu, Rupiage, Utete, Katundo, Muluwro, Muhoro river, Ngulakula, Tamburu, Ngumburuni, Malenda, Nchungu, Kikale) Develop new village Forest Reserves (5, Nyanda, Katundu, Muhoro, Kiwanga, Miwaga) – awareness raising, formulation of VNRCs, Training, Forest survey, Mapping and demarcation, Gazettment, Formulation of a management plan and by laws. Ensure Mangrove wise used methods and regeneration (tree nursery and planting)
Beekeeping reserves	10 Beekeeping Groups in 9 Villages (already supported)	Demarcate bee reserve (research) Management Plan Gazettment	Establishment of 3 beekeeping groups in Forest Reserve villages (Bumba Maoro, Ngulakula, Kibale) – awareness raising, formulation of VNRCs, training, demarcation of bee Reserves, Gazettment, Management plans and by laws, approval steps
Beach Management Units	14 BMUs on Kilombero, Lohombero, Pitu, Mnyera and Mwatis Rivers	14 BMU established in the Kilombero river. 2 BMUs in Kilombero district are not yet registered (Mikeregembe and Dinar)	All villages (48) along freshwater bodies (15) Investigate synergy with WWF RUMAKI project
Village Land Use Plans	4 villages namely are Katurukila, Lumemo, Mahutanga and Chisanoguidelines to manage wetland areas Implementation of land use plans in the villages within Ramsar site To conduct land use planning and management in the remaining 43 villages in the Ramsar Site	12 villages : Kivukoni, Mbuyuni, Iragua, Magereza, Minazini, Madabadaba, Alabamba, Njiwa, Njiwa Juu, Ipera Asilia, Kiwale and Igawa 26 new villages established during the 2009 LGAs election Demarcate 45 village boundaries to promote land management Facilitate village conflict resolution for 36 villages	Ikwikiri, Mtunda, Chumbi, Mgomba, Umwe, Mbwara: All process, from the formulation to development of by laws and implementation Mwaseni, Kipugira, Ngorongo, Mkongo, Utete, Chem Chem: Acquire villages certificates, facilitate local community to acquire land lease and tenure, formulate by laws, construct village government offices
Small Irrigation – Water Users Associations (WUA)	NA	Establish one small Irrigation scheme at Mwaya division	Mwaseni, Kipugira, Ngorongo, Mkongo, Utete, Chemchem, Ikwiriri, Mgomba, Chumri wards): to improve small irrigation scheme for selected CBOs or related (groups of association

As it can be seen from the tables, the CBNRM process is well under way (except for grazing lands management where a specific framework is lacking) but suffers from common limitations:

- The legal approval system is cumbersome and slow, communities show growing frustration at not reaching the stage where they can start managing the resources and reaping expected benefits; this justifies the first result of the project of strengthening the whole process and making sure that a network of selected CBNRM initiatives are supported all the way to real impact;
- The incentives for all the systems except WUA where they are direct, are still at the level of expectations in most cases and the processes lack proper attention to economic feasibility, business planning and linkages to value chains; this justifies the emphasis put in the project design by dedicating one of the three results to developing the livelihood incentive side of the process;
- The enabling legal and institutional environment is there (except for grazing land management) but suffers from multiple inefficiencies due to a series of capacity bottlenecks already described, and the rather poor quality of feedback information along the chain of DeNRM institutions. This in turn justifies the third result of the project, which focuses on improving the NRM governance chain around the implementation of the CBNRM “building blocks”

2.2 Guiding principles of implementation

The project intervention is based on the following guiding principles :

1. Alignment with national policies and processes: the project will support the Government of Tanzania in the implementation of the different thematic policies that converge in the Decentralized Natural Resources Management (DeNRM) process, which is being supported by a joint effort of development partners, to the point that explicit reference have to be made in the intervention logic and indicators of achievement. This is reflected at the specific objective level.

2. Support to bottom up, community level NRM: the project will focus on supporting the implementation of the CBNRM mechanisms which are already defined in the policy framework and cover the basic resources such as wildlife (WMA), forest resources (PFM, CBFM, beekeeping reserves), aquatic resources (BMU) and land and water resources (LUP at different levels, Water Users Groups etc). These processes will be the framework of whatever is implemented in the field. This is reflected through the three results and in particular result 1.

3. Linking NRM to economic returns: sustainable NRM is not viable if it does not allow improving livelihoods of resource users, and increased revenues for local government levels that can be reinvested in further development. This is a weak point so far that the project will have to focus on with special attention so that a whole set of activities is planned under result 2.

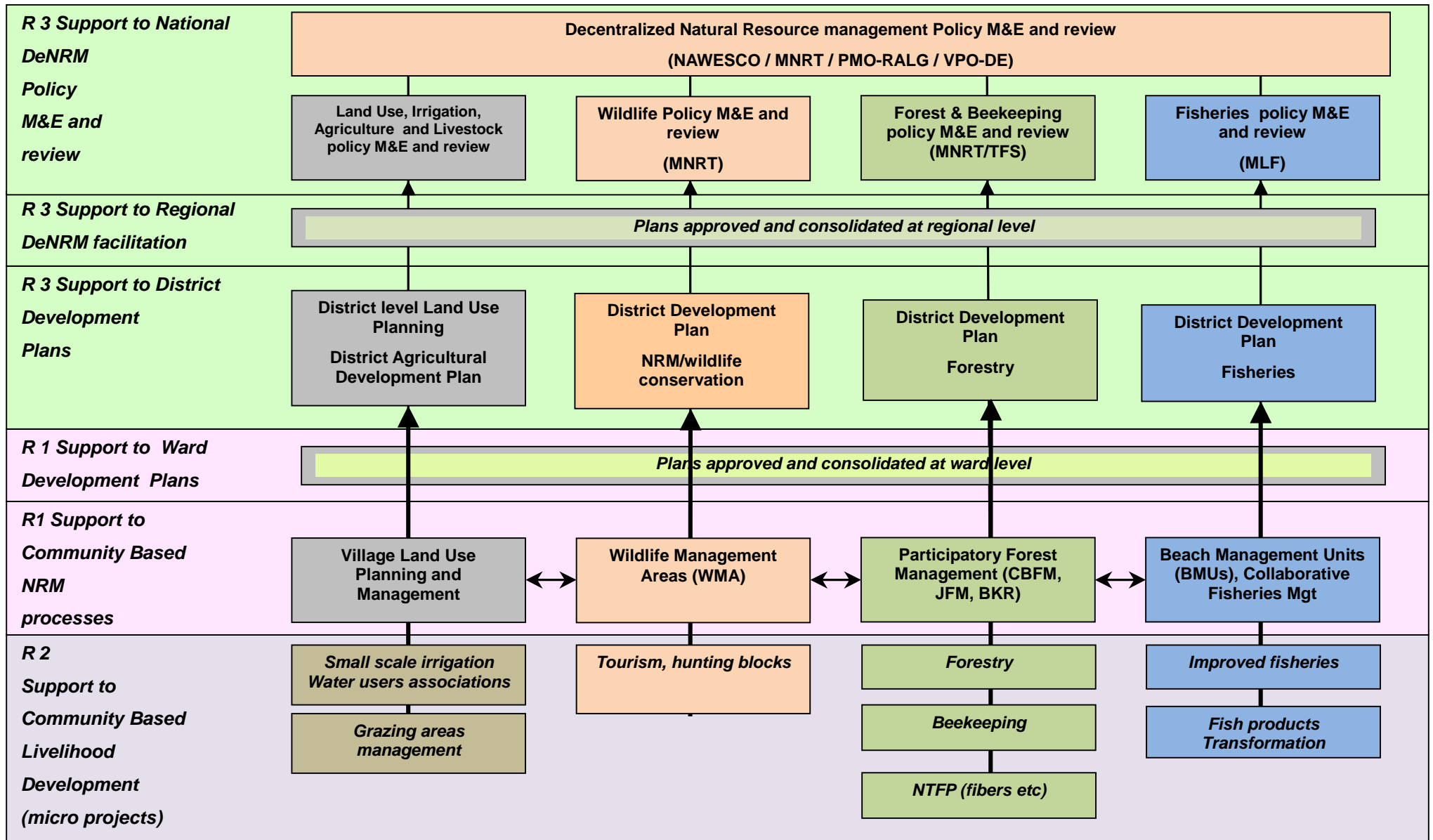
4. Strengthening the NRM governance capacities from bottom to top: the project will support the village and ward councils, districts, region and central levels to develop their capacities to plan, implement, monitor and evaluate the CBNRM and governance of natural resources in the framework of the existing and developing policies and regulations.

5. Strengthening the policy framework through improved M&E and piloting of field experiences: the flow of information from field level to central level is currently insufficient to enable policy makers to improve the operational procedures of policy implementation, address gaps and capacity building needs. The project will help improve M&E capacities and instruments at relevant level, and focus on field activities as a laboratory of policies. Important instruments for this, will include a participatory baseline survey, and participatory yearly evaluations where all stakeholders will review the process. The DeNRM monitoring systems will be strengthened at all relevant levels.

6. Supporting multiple partnerships for NRM: the NRM and governance process involves multiple stakeholders at each level. The project needs to support and strengthen the partnerships that are vital for the implementation and sustainability of the processes. Bringing in the picture, more permanent implementation partners such as WWF or IUCN is an important aspect.

The following diagram schematizes the intervention framework through the main levels of DeNRM, and along four thematic axes: wildlife management, forest management, inland fisheries management, land and water management.

Fig. 1 : Schematic view of KILORWEMP intervention strategy



2.3 Geographical coverage of the project

The project will cover three districts: Ulanga and Kilombero in Morogoro region, and Rufiji in Coast (Pwani) region.

The following table resumes key characteristics of the three districts.

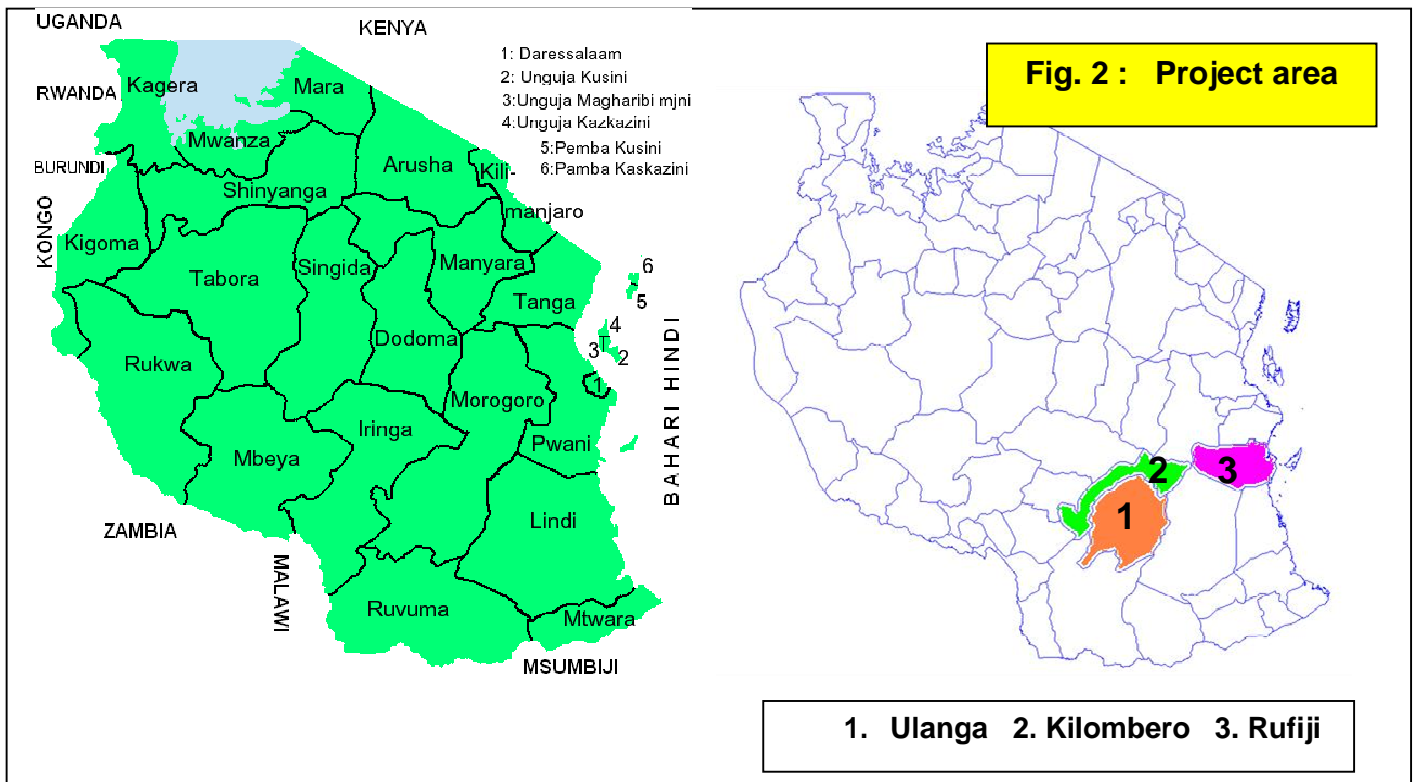
Table 7 : Area and population of project districts

District	Area km2	Nr Divisions	Nr wards	Population 2002	Population projection 2010
Kilombero	14,918	5	23	321,611	436,772
Ulanga	24,560	7	31	193,280	229,846
Rufiji	33,339	6	19	203,102	241,992

The coverage within the districts is linked to the concept of wetlands. Wetland types are defined in the Ramsar Convention, as:

“Areas of marsh, fen, peat land or bog, all areas flooded with water, whether natural or man-made (e.g. dams, fish farms, salt pans, rice fields), permanent or temporary, with water that is static or flowing, fresh, brackish, alkaline or salty, including areas of marine inshore water, the depth of which does not exceed six meters at low tide. In addition, wetlands may incorporate riparian and coastal zones adjacent to wetlands, mangroves and islands or bodies of marine water deeper than six meters”.

The project will adopt an ecosystem approach to respond to the diverse issues that demand a more comprehensive and coordinated framework. Actions will focus on key resources linked to the management of wetlands, either in core wetland areas (the RAMSAR sites) or in the catchments areas.



2.4 Synergy with other actors in the sector

2.4.1 Development Partners NRM Subgroup

The project will promote synergy with other actors/donors in the country. The activities of donors which may be relevant to the Kilorwemp project will be analysed during the inception phase.

The following Development Partners are developing a common strategy to support the NRM sector in Tanzania: Belgium, Denmark, EU, Finland, UNDP, UNEP and USAID. They are working on the development of a common joint programming framework to support the DeNRM process. A draft concept note is available. Such a framework would allow for creating much more synergy between interventions in the sector, which includes projects in the forestry, wildlife, water and fisheries sub sectors.

Partners who are active in the field in the project area have been described in more details at § 1.3.3.

2.4.2 Income Generating Activity Project (IGA)

The Income Generating Activity Project (IGA) is operating in Kigoma (rural and urban), Kibondo and three districts in Coastal Region and will run up to June 2012. The project focuses on Income Generating Activities of which beekeeping is identified as being one. Until the end of this execution period, BIP II and IGA project will work in close collaboration in terms of micro-finance (capacity building for MFI, some pilot loan schemes with some SACCOS) and training on entrepreneurship. The Beekeeping Support Project has to focus on the improvement of beekeeping and assistance with marketing of the product.

2.4.3 Belgium Scholarship Program

The newly established Belgium Scholarship Program, which is focussing on the two IDCP sectors, Natural Resource Management and Local Government, should start its activities in 2012. Possible additional resources for capacity building could be channelled to this project through this new Program.

3 Operational planning

3.1 General objective

To sustainably manage the wetlands Ecosystem of the Kilombero Valley and Lower Rufiji so that its ecological balance is conserved, the local communities' livelihoods are improved and economic development is sustained.

The objective is based on a broad, ecosystem based understanding of wetlands: wetlands/RAMSAR sites are core areas for sustainable management but the project will address relevant resources whose management has an impact on the wetlands, within the catchment's areas in the territories of the three districts.

3.2 Specific objective

Strengthened capacities to implement the sustainable management policy and regulations to the Wetlands Ecosystem of the Kilombero Valley and Lower Rufiji, fostering sustainable livelihoods development and more effective natural resources governance within the decentralization framework.

The project will focus on 4 clusters of natural resources corresponding to thematic areas addressed by the different policy instruments: wildlife resources, forest resources, fisheries, land and water resources. Wetland is therefore a transversal concept covering these key resources.

3.3 Expected results and activities

The intervention logic is divided in three results covering each, a basic level of implementation of DeNRM:

- **Community Based Natural Resource Management:** targets the village and the basic level of resource users organizations: Wildlife management Associations, Village land Use Management Committees, Village Forestry association, fishermen, water users associations, beekeepers, etc; with supervision, support and consolidation through the upper governance levels.
- **Natural Resources based sustainable livelihoods development:** targets resource users organizations in order to help them develop viable livelihood activities derived from CBNRM.
- **NRM governance, policy review and harmonization:** targets the DeNRM governance levels in charge of promoting, supporting, orienting, supervising NRM and reviewing and adapting policies, regulations and instruments.

The three results are directly linked to one another because under R1 and R2, the same target groups are concerned: through R1 for ensuring ownership rights and management regulations, through R2 to ensure linkage to income generating opportunities. R3 addresses the whole chain of DeNRM in order to ensure an enabling governance environment to implement and consolidate CBNRM.

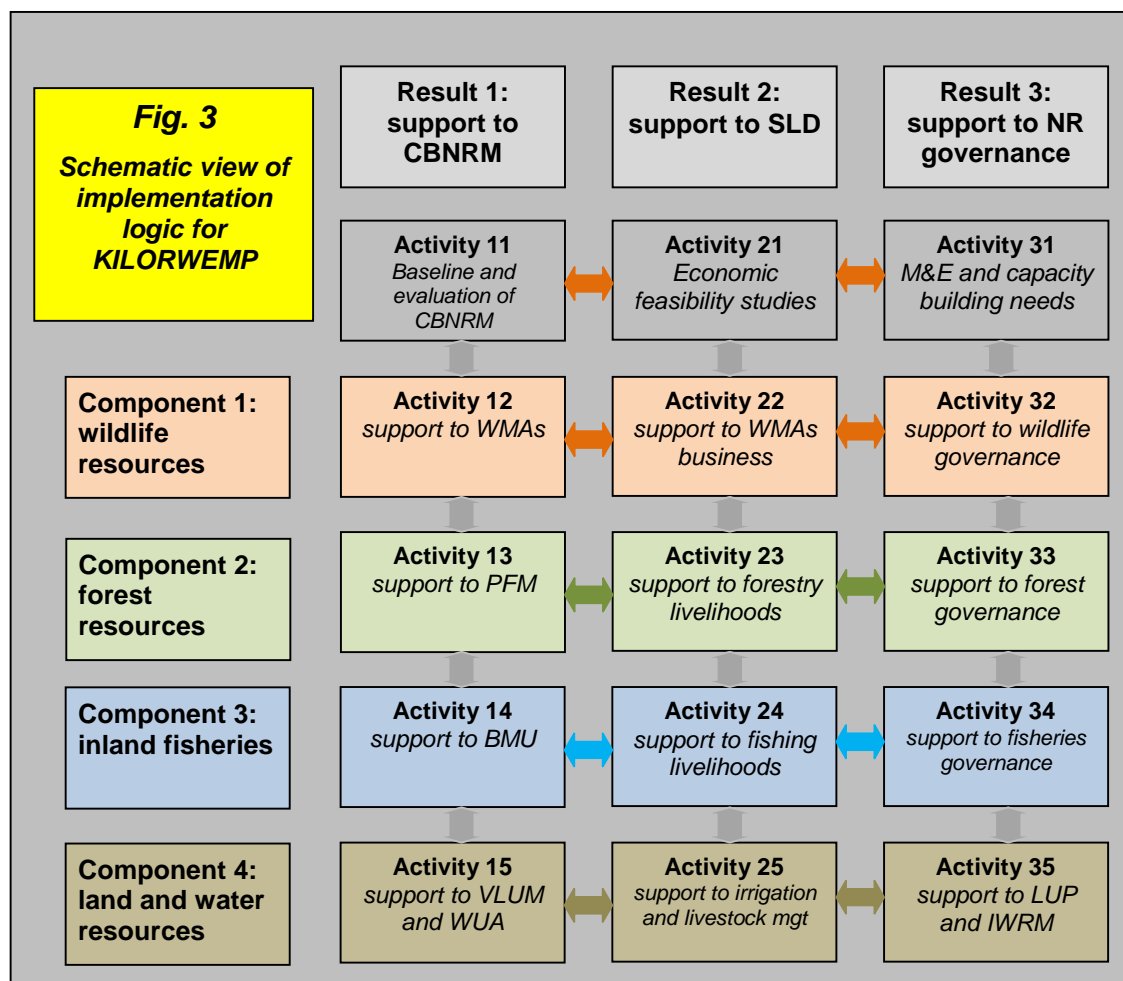
From the thematic point of view, activities linked to each result may also be seen as organized under 4 components:

- *Component 1 (Wildlife management):* includes the activities to establish and implement WMAs and wetlands protected areas, ensure economic returns of WMA and proper monitoring and policy support. They correspond to the core functions of the Wildlife division of the MNRT.
- *Component 2 (Forest management):* includes the activities to establish and implement PFM and CBFM as well as beekeeping reserves, and support the related livelihoods activities, corresponding to core functions of the Forestry and beekeeping Division of the MNRT as well as the Forest Service (at district level forestry officer).
- *Component 3 (fisheries management):* includes the activities to establish and implement BMUs and support the related livelihood activities, as core function of the Ministry of Livestock and Fisheries (at district level fisheries officer).

- *Component 4 (Land and water management)*: includes the activities to develop and implement land use plans at village, ward and district level, and support the development of livelihood activities derived from improved land and water management. These have a more complex institutional setting, including the Ministry of Lands, Ministry of Livestock and Fisheries, and Ministry of Agriculture, Food security and cooperatives. At district level it concerns the District Agricultural and Livestock Development officer and the District Land and NR officer.

For each result, the main activities have been organized under the four thematic areas. In this way, the linkage of activities to specific stakeholders and the legal and institutional framework are more explicit and less confusing.

The following diagram illustrates the logical structure of the intervention as detailed in the logical framework and the following pages.



3.3.1 Result 1 (Community Based Natural Resources Management)

Key resource users (wildlife, forest, fisheries, land & water) are organized to manage their resource base on wise principles within the framework of Community Based Natural Resource Management

Under this result the project will implement a series of activities in support of the consolidation of existing CBNRM processes, and the initiation of new institutions according to priorities set by the stakeholders in each district. Targets will be based on number of CBNRM arrangements developed and implemented in each district: WMA, wetland reserves and other conservation areas, PFM/CBFM/beekeeping reserves, BMUs, Land Use Plans and Water Users Management plans. Indicators will be based on quantitative

targets to be set up at inception, and on the stage of development of each CBNRM arrangement.

The main stakeholders participating in activities under this result are as follows. As indicated, the project will mainly provide support at district level and through implementation partners.

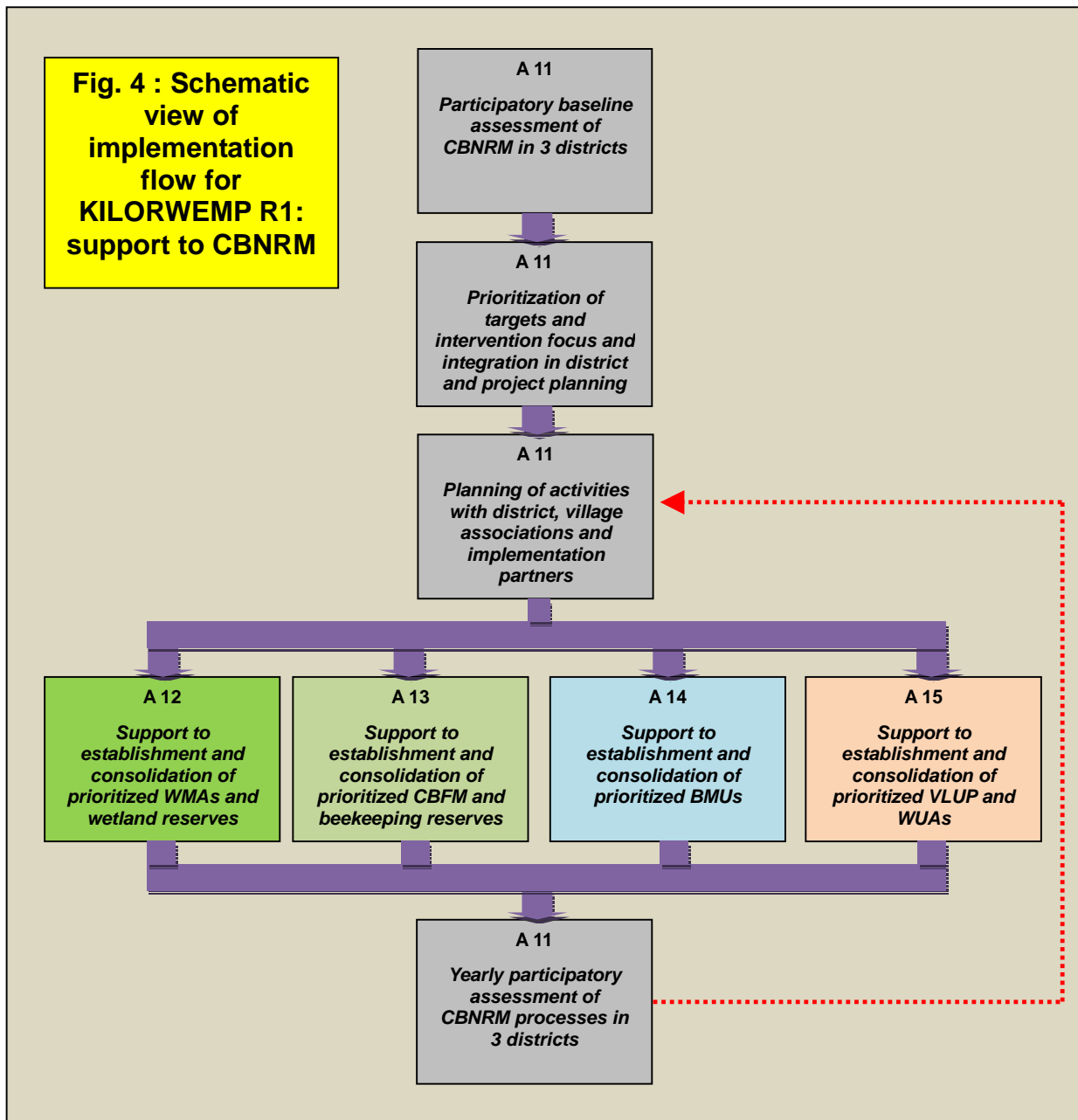
Table 8: Main stakeholders for the CBNRM component

Stakeholders	Main roles	Support from the project
1. Villagers organized in CBNRM associations	Plan and implement the processes of assessment, delimitation of CBNRM areas, set up of corresponding associations, by laws proposals, etc After establishment and legal approval overall management, monitoring, conflict management, application of by laws	Indirect support: through facilitating the role of local governments and implementation partners
2. Village government and Ward Executive Offices	Support, approve and channel community based initiatives Integrate in corresponding plans	Indirect support: through facilitating the role of local governments and implementation partners
3. District Councils and District Facilitation Team	Plan CBNRM in District Development Planning Support, approve and channel community based initiatives by providing orientation and extension services Supervise implementation through corresponding DNRM officers	Providing funding for operational activities of District facilitation teams Providing training to officers and District Councillors Providing expertise
4. Implementation partners	Community awareness and extension services, training and technical assistance, promote community empowerment including gender equity.	Funding specific activities through grant contracts
5. Regional administration	Support, approve and channel District proposals Consolidate planning and reporting of districts Provide backup and orientation to Districts	Providing training to officers Providing expertise
6. Central Government agencies	Develop and adapt policies and laws Supervise and monitor the implementation of policies and regulations Provide backup and orientation to LGAs	Addressed through Result 3

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

- During the inception phase the stakeholders will participate in a baseline assessment of the state of development of existing CBNRM initiatives in the 3 districts. This assessment will serve as starting point for setting up the focus and priorities of intervention in each district (see activity A11);
- During the implementation phase users groups and district facilitation teams will be supported by the project to advance the process of establishment of selected CBNRM institutions and their implementation. Since each thematic area has its own procedures and stakeholders, 4 specific activities have been defined (see activities A12 to A15).
- On a yearly basis, stakeholders will meet to assess progress in the establishment and implementation of CBNRM, analyze issues and revise programming (under activity A11).

The following chart shows the flow of activities for Result 1.



The five main activities under result 1 are defined as follows:

A11: participatory assessment of the state of establishment of CBNRM institutions in the three districts and planning of further actions

The process of establishing CBNRM institutions is fundamental to regulate the rights and obligations of resource users and constitutes the fundamental “building block” of sustainable NRM in the wetlands. So far the processes are not conclusive despite some reference successes in other regions of Tanzania, and as mentioned earlier, are fraught with bureaucratic delays and bottlenecks. There is a strong need to analyze the issues linked to the process in a participatory way, and to ensure that the project is able to focus according to a clear set of criteria. It is also necessary to count with a workable baseline assessment on which monitoring of progress can be based.

The project will facilitate (with the support of a specialized service provider) a **participatory baseline assessment** with the relevant stakeholders during the inception phase. This assessment will produce:

- A “map” of all CBNRM processes in course or identified, with the stage of progress and issues identified.
- A basic assessment of institutional feasibility based on stakeholders’ capacity and issues identified to determine which institutions have the best chances of success and potential to become replicable references.
- An agreement on a simple set of prioritization criteria and progress monitoring system, based on the preliminary framework provided in the present document (see next table).
- A plan of action for each district with the target CBNRM institutions and proposed actions, for inclusion in the District Development Plan and the Project annual planning (after approval by the National coordination and JLPC).

Table 9: Priority and M&E framework for the CBNRM component

CBNRM institutions	Main criteria to be taken into account for prioritization	Maximum coverage (indicative)	M&E framework
1. WMAs and wetland reserves	Linkage to key wetland areas Establishment of wildlife corridors Degree of advancement of process Assessment of institutional feasibility	6 WMAs	<p>Based on the simplified “6 steps” of establishing resource user rights through CBNRM institutions:</p> <p>Step 1: Raise awareness, form and make operational the VNRC/users group. Step 2: Undertake resource boundary marking, resource assessment and mapping Step 3: Include resource in village LUP. Step 4: Develop resource management plan as part of mainstream Village Development Plan. Step 5: Develop wise use by laws and train members. Step 6: Secure user rights .</p>
2. PFM (CBFM, JFM, beekeeping reserves)	Linkage to key wetland areas (impact on catchment areas) Added value (buffer zones, corridors) Degree of advancement of process Assessment of institutional feasibility	9 PFM/beekeeping reserves	
3. BMUs	Linkage to key wetland areas Possibility of aggregation and set up of Collaborative Fisheries Management Degree of advancement of process Assessment of institutional feasibility	6 BMUs	
4. VLUP and WUA management plans	Linkage to key wetland areas and importance of issues (irrigation and grazing areas management) Possibility of aggregation and set up of LUP over significant, consolidated areas Degree of advancement of process Assessment of institutional feasibility	12 WUAs LUP: depending on possibilities of aggregation	

In any case priority will be given to areas where feasibility is adequate from the point of view of resources, economic potential, and capacities of stakeholders, legal framework and impact on the wetlands at large. The project will preferably concentrate on a small number of aggregated CBNRM institutions in each district.

Under the same activity and with the same participatory set up, yearly exercises will be facilitated to assess the progress of the CBNRM in each district and jointly, review issues and whenever necessary, adjust programming for the following year.

The participatory baseline assessment and yearly evaluation will be facilitated by a specialized service provider. This partner will be contracted directly by BTC as a key strategic component of technical assistance to the project stakeholders.

The participatory assessments are a key element for ownership and sustainability of the whole process.

A 12: support to the establishment and implementation of Wildlife Management Areas and protected areas and reserves in key areas.

The project will support the process in course of consolidating and/or establishing WMAs in the three districts by facilitating the conclusion of the legal process for WMAs already identified, as well as, if applies, the whole process of establishing new ones. Activities will include support to the legal process,

community training and mobilization, support to necessary studies and service provision.

The project will also support the necessary process to establish wetland reserves or whatever new status of conservation is prioritized for the core wetland area of the Kilombero valley. Village and wards could also establish protected areas in key wetland sites.

The specific stakeholders for this activity will be:

- Villagers: *WMA associations*
- Village government and Ward Executive Offices
- District Councils and District Facilitation Team: chiefly Wildlife officers and community development officers
- Implementation partners: preferably WWF. TAWIRI might be called to provide also specific studies
- Central Government: *Wildlife Division of MNRT*

In order to ensure ownership, Districts stakeholders will be empowered to propose their own priorities and planning. However the Project Coordination will have to review feasibility of the proposals, considering the time and budget allowances, in order to minimize dispersion and wastage of human and financial resources on too many actions and unrealistic objectives.

As it is a long process, the project will not target more than 6 WMAs in total (2 per district), independently of their stage of development.

Under this Activity the project will provide funds to the District Facilitation teams as well as funding to the implementation partners responsible to provide the day to day support to the WMA associations and related stakeholders, as well as support the District Facilitation teams. Funds for District facilitation will be provided in co management, while grant contracts with the Implementation Partner will be administered directly by BTC as key strategic Technical Assistance.

A13: support to the establishment and implementation of Participatory Forestry Management areas and beekeeping reserves.

The project will support the process in course of establishing CBFM, JFM and beekeeping reserves in the three districts by facilitating the conclusion of the legal process for areas already identified, as well as, if applies, the whole process of establishing new ones if justified. Activities will include support to the legal process, community training and mobilization, support to necessary studies and service provision.

The specific stakeholders for this activity will be:

- Villagers: *CBFM and beekeepers associations*
- Village government and Ward Executive Offices
- District Councils and District Facilitation Team: *chiefly Forest officers and community development officers*
- Implementation partners: *the project will seek in priority to collaborate with WWF (Udzungwa mountains) or other NGOs with specific know how (FARM Africa has implemented successfully CBFM projects in Babati).*
- Central Government: Forest Agency of MNRT

In the forestry sub sector the proposed planning will also have to be screened by the National Coordination in order to maximize impact and ensure that key forest areas linked to the wetlands are targeted. An absolute maximum of 9 such initiatives (3 per district) shall be targeted at any time through the project.

Under this Activity the project will provide funds to the District Facilitation teams as well as funding to the implementation partners responsible to provide the day to day support to the community forestry committees and related stakeholders, as well as support the District Facilitation teams. Funds for District facilitation will be provided in co management, while grant contracts with the Implementation Partner will be administered directly by BTC as key strategic Technical Assistance.

The project will exchange experiences and methodology of this activity with the activities undertaken under the IGA and BIP I projects.

A14: support to the establishment and implementation of Beach Management Units and Collaborative Fisheries management for inland fisheries

The project will focus on inland fisheries, since marine fisheries are the objects of other projects; the exact status of intervention in the Rufiji delta will have to be established according to the programming of other interventions such as WWF RUMAKI project, in order to maximize synergies.

The project will support the process in course of establishing BMUs and organize fishermen in the three districts by facilitating the conclusion of the legal process for areas already identified, as well as, if applies, the whole process of establishing new ones. Activities will include support to the legal process, community training and mobilization, support to necessary studies and service provision. The BMUs will be supported and trained in linkage with other stakeholders in the framework of Collaborative Fisheries Management (CFM).

The specific stakeholders for this activity will be:

- Villagers: *Fishermen organized in Beach Management Unit (BMU).*
- Village government and Ward Executive Offices
- District Councils and District Facilitation Team: *chiefly Forest officers and community development officers*
- Implementation partners: *the project will seek in priority to collaborate with WWF-RUMAKI who could be in a position to provide support as an extension of existing activities in the coastal area. Frontier-Tanzania has a specific proposal to support inland fisheries in Ulanga and Kilombero also.*
- Central Government: *Fisheries Development Division.*

The analysis of feasibility is very important before deciding to support interventions in the inland fisheries. Many BMU processes have been started but there is no specific study to assess whether there is any sufficient economic incentive to support the effort of fisherfolk. The National Coordination will have to screen the proposals before committing support. In principle no more than 6 BMUs (2 per district) will be targeted by the project at any time.

Under this Activity the project will provide funds to the District Facilitation teams as well as funding to the implementation partners responsible to provide the day to day support to the BMU associations and related stakeholders, as well as support the District Facilitation teams. Funds for District facilitation will be provided in co management, while grant contracts with the Implementation Partner will be administered directly by BTC as key strategic Technical Assistance.

A15: support to land use planning and land and water management at village, ward and district level

Land Use Planning and Irrigation System planning by Water Users Associations have been grouped under the same activity.

The project will support the process in course of developing and legalizing Village land Use Plans (VLUP), consolidating where relevant at ward level, and supporting District Councils in developing consolidated land use planning in key areas, starting with those covered by the Kilombero Wetland management plan and key wetland areas in the lower Rufiji.

Based on the baseline assessment, priorities will be set to pursue and complete the land use planning processes, preferably in areas directly linked to the wetlands and where relevant impact can be achieved through LUP, for instance consolidating village irrigation schemes, regulating grazing activities etc.

The project will support the conclusion of the legal process for Land Use Plans already started, as well as, if applies, the whole process of establishing new ones. Activities will include support to the legal process, community training and mobilization, support to necessary studies and service provision.

The project will give priority to two areas with the greatest potential impact on wetlands management:

- *Grazing areas regulations*: this is a major issue in the Kilombero valley that has been addressed so far in informal fashion (local grazing leases arrangements at village level) or with short-lived top down eviction measure. The project will have to define pilot areas where collaborative grazing management may be feasible, preferably through the joint action of several villages. Preliminary studies/assessment may be necessary.
- *Small scale Irrigation water management*: Small-scale irrigation has a potential for improving livelihoods and land use at village level and requires collective arrangements for managing water, with possible positive impact and replication. The project will select key areas to support Participatory Irrigation Development (PID) based on existing informal irrigation groups and formal Water User Associations (WUAs) with a view at developing pilots of Integrated Water Resource Management (IWRM).

The specific stakeholders for this activity will be:

- **Village Land Use Management Committee (VLUMc)**: *develop participatory assessment, demarcate and develop draft Land Use Plan for approval, ensure that the objectives of the Village Land Act, are achieved; secure the orderly and environmental sustainable development in the village; ensure productive use of village land; preserve village land resources including forests and wildlife; and review or evaluate all applications for land within the village.*
- **Water users Associations**: *to enforce water regulations, develop own by laws, ensure good use of water, control sources of pollution, maintain irrigation infrastructure and protect catchments area.*
- **Village government and Ward Executive Offices**: *approve by-laws submitted by VLUMc and WUAs and onward submission to DC for approval; support VLUMc and WUAs in the preparation and enforcement of bylaws and other activities.*
- **District Councils and District Facilitation Team**: *They will assist in preparing district land use framework plans and long term and short term development plans for the agricultural and livestock sector, enforce regulations, approval of by-laws submitted (LGA through full council), provide extension services, organize and consolidate data collection, provide technical support to stakeholders implementing micro projects, collect revenues from the fishing industry. District Land, Natural Resources and Environment officers and community development officers are in charge of Natural Resources issues.*
- **Implementation partners**: The project will seek in priority to collaborate with IUCN-Tanzania in the area of Water Users Associations and both WWF and IUCN in the area of Land Use Planning.
- **Central Government**: Line Ministries for Agriculture and Irrigation, Livestock, National Land Use Commission.

Under this Activity the project will provide funds to the District Facilitation teams as well as funding to the implementation partners responsible to provide the day to day support to the LUM committees and WUAs and related stakeholders, as well as support the District Facilitation teams. Funds for District facilitation will be provided in co management, while grant contracts with the Implementation Partner(s) will be administered directly by BTC as key strategic Technical Assistance.

3.3.2 Result 2 (Sustainable Natural Resources-based Livelihoods Development)

Key resource users, transformers and traders (wildlife, forest, fisheries, grazing land, water etc) organized to derive sustainable economic benefits from Community Based Natural Resources Management through access to markets and sound business management.

Under this result, the project will develop activities in support of viable economic activities derived from wildlife management, forest management, inland fisheries and specific agricultural and livestock practices

based on sound land use planning. The targets will be based on the development, linked to each CBNRM initiative, of market and business linkages such as: contracts with hunting and tourism operators (WMA), value chain linkages for forest products such as timber, charcoal, honey, NTFP; value chain linkages for fisheries products; value chain linkages for livestock and agricultural products as well as land tenure incentives linked to LUP.

Indicators based on quantitative targets are to be developed, and stage of development of each economic initiative.

The activities of Result 2 mirror those under R1 because economic feasibility is interlinked with other aspects of the feasibility of a CBNRM initiative. A separate result and set of activities is justified because the kind of expertise requested is different as well as several stakeholders.

The project will not deal with livelihoods activities not linked to a CBNRM or LUP initiative. The target group of Result 2 will be the associations in charge of the CBNRM/LUP prioritized under Result 1, or other community groups and enterprises managing natural resources in the framework of the same CBNRM (there may be more than one users group for the same CBNRM).

The project will not give support to any economic activities which are not linked to a prioritized CBNRM initiative.

The main stakeholders participating in activities under this result are as follows.

As indicated, the project will mainly provide support at district level and through implementation partners.

Table 10: Main stakeholders for the SLD component

Stakeholders	Main roles	Support from the project
1. Villagers organized in CBNRM associations	Plan and implement the processes of assessing, planning and implementing economic activities linked to the management of natural resources: WMA tourism and hunting contracts, forestry, beekeeping, NTFP, fisheries, livestock and village irrigation agriculture	Indirect support: through facilitating the role of local governments and implementation partners Direct support: through funding micro projects
2. Village government and Ward Executive Offices	Support, approve and channel community based initiatives Integrate in corresponding plans	Indirect support: through facilitating the role of local governments and implementation partners
3. District Councils and District Facilitation Team	Plan support to economic activities in District Development Planning Support, approve and channel community based initiatives by providing orientation and extension services Supervise implementation through corresponding DNRM, agriculture and livestock officers	Providing funding for operational activities of District facilitation teams Providing training to officers and District Councillors Providing expertise
4. Private sector partners	Provide opportunities for business	Indirect through funding BDS providers to help link with potential clients for CBNRM associations
5. Business Development Support providers	Train community leaders in business management from business planning to negotiation, administration, bookkeeping etc. Support value chain coordination. Help link to potential buyers/ business partners	Funding specific activities through service contracts
6. Financial service providers (MFIs, SACCOs, banks)	Provide finance to economic initiatives when relevant and applicable	Indirect through funding BDS providers to help link with financial service providers
7. Regional administration	Support, approve and channel District proposals Consolidate planning and reporting of districts Provide backup and orientation to Districts	Providing training to officers Providing expertise
8. Central Government agencies	Develop and adapt policies and laws Supervise and monitor the implementation of policies and regulations Provide backup and orientation to LGAs	Addressed through Result 3

The main differences from the set up of Result 1 are:

- The use of economic expertise to assess economic feasibility of CBNRM related economic activities;

- The provision of specialized Business Development Services (BDS) to users groups justified by the fact that this is a specialized area for which conservation NGOs and service providers meant to support Result 1, are not specifically capacitated;
- The direct support to users groups for small-scale investments under a micro projects procedure;

The phasing of intervention in terms of support to Sustainable Livelihoods Development processes will be as follows:

- During the inception phase, linked to the CBNRM participatory baseline, an economic feasibility and baseline assessment will be developed in order to inform the stakeholders of the potential for economic development linked to existing CBNRM initiatives in the 3 districts. This feasibility and baseline assessment will be a key input in setting up the priorities of intervention in each district (see activity A21);
- During the implementation phase users groups and district facilitation teams will be supported by the project to establish the conditions to set up profitable economic activities linked to the CBNRM initiative. Since each thematic area has its own procedures and stakeholders, 4 specific activities have been defined (see activities A22 to A25).
- On a yearly basis, stakeholders will meet to assess progress in the establishment and implementation of CBNRM, analyze issues and revise programming (under activity A21).

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

- The proposing association must be part of the prioritized CBNRM initiatives;
- Reasonable economic feasibility must be demonstrated through the initial assessment and if necessary, additional study;
- The investment must be included in the proposed business plan;
- Reasonable feasibility of management capacity building, including the existing structure of the beneficiary association, and availability of adequate BDS providers;
- The proposal must contribute to the success of the proposed economic initiative, respecting the legal and regulatory framework, and target an investment that is not directly “bankable” through existing finance providers;
- A financial ceiling of 10,000 Euros.

Only recognized associations, linked to a CBNRM or LUP initiative prioritized by the project, will be eligible for funding through the project (budget related to activities A22 to A25).

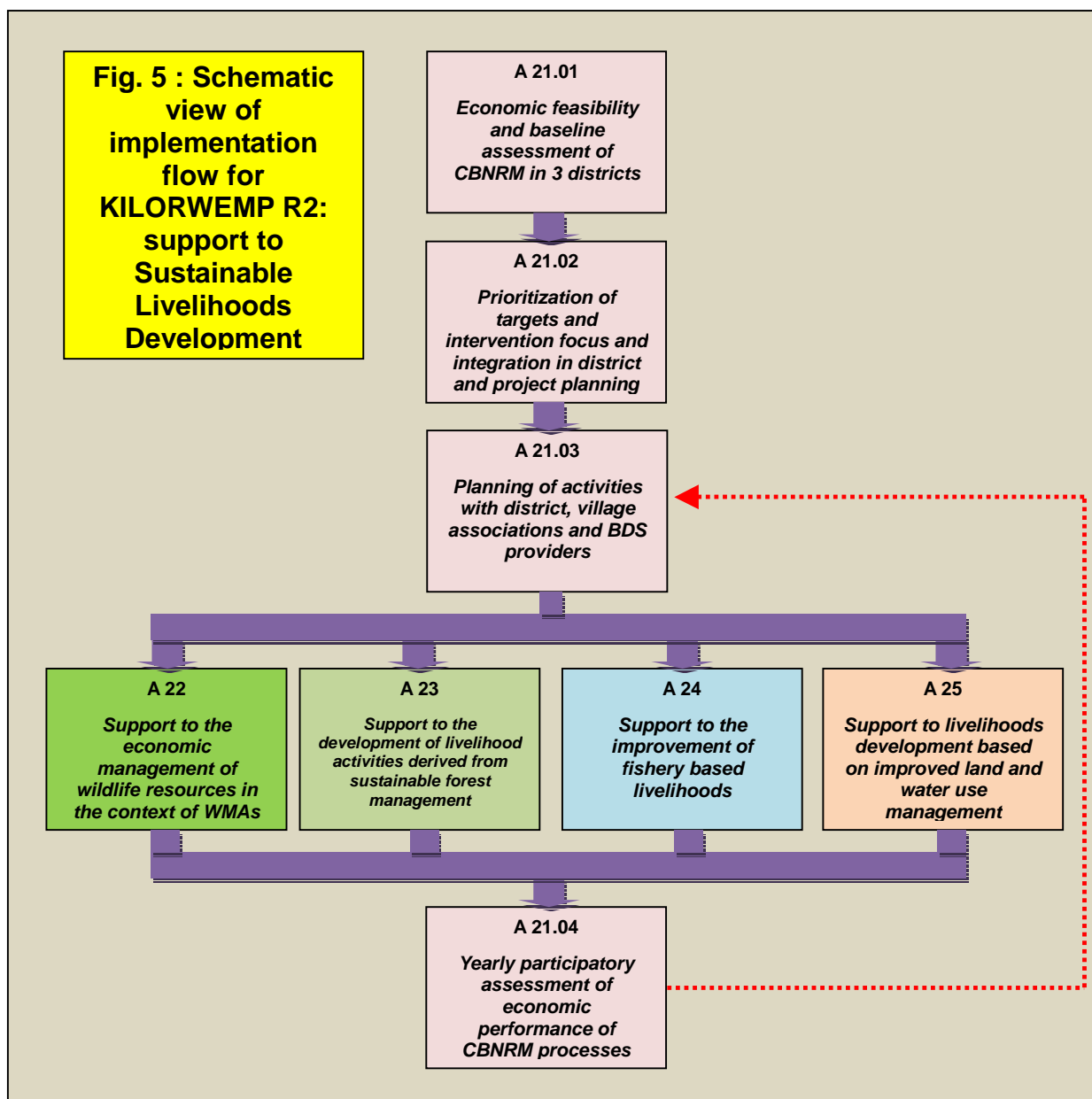
The precise procedure will be agreed upon between the National Coordination and the Districts respecting those basic principles.

The CBNRM users groups will require support in three main aspects:

- **Organizational strengthening:** formally recognized organizations are a legal requisite that needs support to achieve; also capacity building in managing the organization and its functions, bookkeeping etc.
- **Technical capacity building:** the groups will require training and support to master the most adequate technologies adapted to the socio economic constraints.
- **Business capacity building:** to developing viable business plans, contacting possible partners and suppliers, negotiating and setting up the economic and financial aspects of their activity. The project will supply business development support services (BDS) adapted to the needs. Capacity building activities would include training as well as exchange visits.

The service providers that will develop the feasibility analysis and the BDS providers should be different so as to avoid any conflict of interest.

The following chart shows the flow of activities for Result 2.



The main activities under result 2 are defined as follows:

A21: Economic feasibility, baseline assessment and evaluation of CBNRM in 3 districts

In parallel to the institutional assessment of CBNRM initiatives in course in the three districts, there is a strong need for better understanding of the conditions for developing sustainable economic activities derived from the sustainable use of natural resources, in the framework of CBNRM.

Understanding of economic feasibility will be an important input into the prioritization process, so that during the inception period, a study will be implemented through specialized service providers to assess for each type of CBNRM considered:

- WMA: economic potential for tourism and hunting operators based on experience of established WMAs and consultation with potential operators, and business related capacity building needs of associations;
- PFM: economic potential and conditions for linking forestry groups with the existing value chains for timber, fuel wood and charcoal, NTFP and honey, and business related capacity building needs of forestry associations;

- BMUs: economic potential and conditions for added value and improved linkage to value chains for inland fisheries, and business related capacity building needs of BMU associations;
- Village level irrigation: potential and conditions for linkage of farmers organized in WUA, to developing value chain for agricultural and horticultural products, and business related capacity building needs of WUAs;
- Grazing areas management: potential for developing sustainable incomes from managing and renting grazing areas in accordance with LUM plans and good practices, and business related capacity building needs of LUM associations.

The experts will provide the stakeholders committees in each district with guidelines to assess priorities in terms of targeting CBNRM institutions.

The capacity building needs assessment will be used to develop the terms of reference for BDS providers (Activities A22 to A25).

A22: support to the economic management of wildlife resources in the context of WMAs (tourism, hunting)

The associations pursuing the establishment of Wildlife Management Areas will be entitled to celebrate contracts for the operations of photographic tourism or hunting blocks within the areas, in respect of the corresponding management plans and regulations. Economic and financial viability should be a consideration included in the baseline assessment, in order to guide the priorities for the project investments. The associations will require support in developing viable business plans, contacting possible partners and suppliers, negotiating and setting up the economic and financial aspects of their activity.

The project will supply business development support services (BDS) adapted to the needs of WMA associations. Capacity building activities would include training as well as exchange visits with successful WMAs in other regions. The budget will also strengthen facilitation activities by District teams.

Furthermore, the project will have a financial reserve to finance investments in infrastructure and equipments that the associations might require in the context of their business plans, in the form of micro projects approved by the JLCPC.

Main stakeholders:

- *Villagers organized in WMA associations.*
- *Village Government and ward Development Council.*
- *Business partners (hunting and tourism operators)*
- *Financial service providers.*
- *District Councils and District Facilitation Team.*
- *Central Government (Wildlife Division MNRT).*
- *Business Development Service providers: business plan development, market studies and contacts, administrative training.*

A23: support to the development of livelihood activities derived from sustainable forest management: timber, charcoal, NTFP, beekeeping

In the case of forest management, the forest users groups in charge of managing forest areas are entitled to derive income and other livelihoods benefits from the sustainable management of the forests under their responsibility, in accordance with management plans. These benefits may be derived from timber, fuel wood and charcoal, as well beekeeping and Non Timber Forest Products (NTFP) such as raphia fibers used for handicrafts.

Economic and financial viability and the existence of viable value chains should be a consideration included in the baseline assessment, in order to guide the priorities for the project investments.

The project will supply business development support services (BDS) adapted to the needs of forest

users and beekeepers associations. Capacity building activities would include training as well as exchange visits. The budget will also strengthen facilitation activities by District teams, and provide a financial reserve to finance investments in infrastructure and equipments that the associations might require in the context of their business plans, in the form of micro projects.

Main stakeholders:

- *Villagers organized in forest management associations, beekeepers associations, women's groups (possibly more than 1 group per forest area).*
- *Village Government and ward Development Council.*
- *Business partners (forest products, honey and NTFP traders)*
- *Financial service providers, SACCOs.*
- *District Councils and District Facilitation Team.*
- *Central Government (Forest Agency MNRT).*
- *Specialized NGOs and Business Development Service providers: business plan development, market studies and contacts, administrative training.*

A24: Support to the improvement of fishery based livelihoods

The fishermen associations supposed to manage Beach Management Units, are expecting to derive increased benefits from the organization of sustainable fisheries. The levels of management of existing fishermen groups are very low. In order to be able to improve viably their livelihoods the fishermen associations will require different kinds of support:

The project will provide BDS services and also support the implementation of micro projects to finance investments in infrastructure and equipments that the associations might require in the context of their business plans, such as fish processing equipment, refrigeration equipment etc.

Main stakeholders:

- *Fishermen organized in Beach Management Unit (BMU).*
- *Village Government and ward Development Council.*
- *District Councils and District Facilitation Team.*
- *Trade partners (fish products)*
- *Financial service providers, SACCOS*
- *Central Government (Fisheries Development Division).*
- *Specialized NGOs and service providers: business plan development, market studies and contacts, administrative training.*

A25: support to livelihoods development based on improved land and water use management: grazing management, small scale irrigation.

For communities, Village Land Use Plans have two interrelated potential positive impacts: provide increased security of tenure, and allowing for more sustainable land and water-based activities.

The project will concentrate, among many possibilities, in three types of agriculture and livestock based activities:

- Small scale village based irrigation;
- Grazing areas management and improvement of livestock management;
- Perennial crops.

These livelihood activities will be supported only in combination with village land use and water management processes (activity A15).

The water user groups and livestock associations will receive BDS services as well as support to the implementation of micro projects to finance investments in infrastructure and equipments that the associations might require in the context of their business plans, such as irrigation infrastructure, agricultural inputs, seed banks etc.

The authorized and not authorized finalities of using those funds will be decided after the base line survey and approved by the JLPC.

Main stakeholders:

- *Village land Use management Committees, Water User Groups, other related*
- *Village Government and ward Development Council*
- *District Councils and District Facilitation Team*
- *Trade partners (agricultural and livestock products)*
- *Financial service providers, SACCOS*
- *Central Government (Ministry of Agriculture Food Security and Cooperatives, Ministry of Water and Ministry of Livestock Development)*
- *Specialized NGOs and service providers: business plan development, market studies and contacts, administrative training.*

3.3.3 Result 3 (support to DeNRM governance, policy review and harmonization)

Strengthened capacities of central, regional and local government structures to support and monitor the implementation of policies at local level and improved coordination between Natural Resource governance stakeholders at all relevant levels.

Under this result the project will support capacity building to the different technical and policy levels of government in charge of DeNRM, as well as improve the M&E systems and enable to review policy implementation. Activities will include organization of NRM stakeholders committees in each district; baseline survey, M&E and annual progress evaluations; support to strategic studies and other inputs for policy development; training and capacity building of key actors at national, regional and district levels. Indicators based on quantitative targets to be developed.

The main stakeholders participating in activities under this result are as follows. The NR Governance component will focus mainly on increasing the capacities of relevant agents at district, regional and central level to implement and supervise NRM policies and regulations.

Table 11: Main stakeholders for the NR governance component

Stakeholders	Main roles	Support from the project
1. District Councils and District Facilitation Team	Consolidate Land Use Planning and NRM by laws at district level Supervise and monitor implementation of policies and regulations Set up NRM coordination committees at District level Participate in JLPC	Providing funding for capacity building, meetings and equipment Providing permanent technical assistance to Districts Supporting the improvement of M&E systems
2. Regional administration	Support, approve and channel District proposals Consolidate planning and reporting of districts Provide backup and orientation to Districts Participate in JLPC	Providing funding for capacity building, meetings and equipment Supporting the improvement of M&E systems
3. Central Government agencies (led by MNRT)	Develop and adapt policies and laws Supervise and monitor the implementation of policies and regulations Provide backup and orientation to LGAs, nominate focal points and participate in Technical Committees and JLPC	Providing funding for capacity building, meetings and equipment Supporting the improvement of M&E systems
4. Central government coordination bodies (NAWESCO)	Ensure proper coordination between government agencies	Providing funding for capacity building, meetings and equipment Supporting the improvement of M&E systems

Stakeholders	Main roles	Support from the project
5. Special institutions (RUBADA, Waterboard, SACG)	Agree basic principles of LUP with Districts and regions; harmonize procedures for EIA with relevant institutions; support district in consolidation and implementation of larger scale land use planning	Providing funding for capacity building, meetings and equipment Supporting the improvement of M&E systems

The focus of the component will be on the setup of two very important aspects of NR governance:

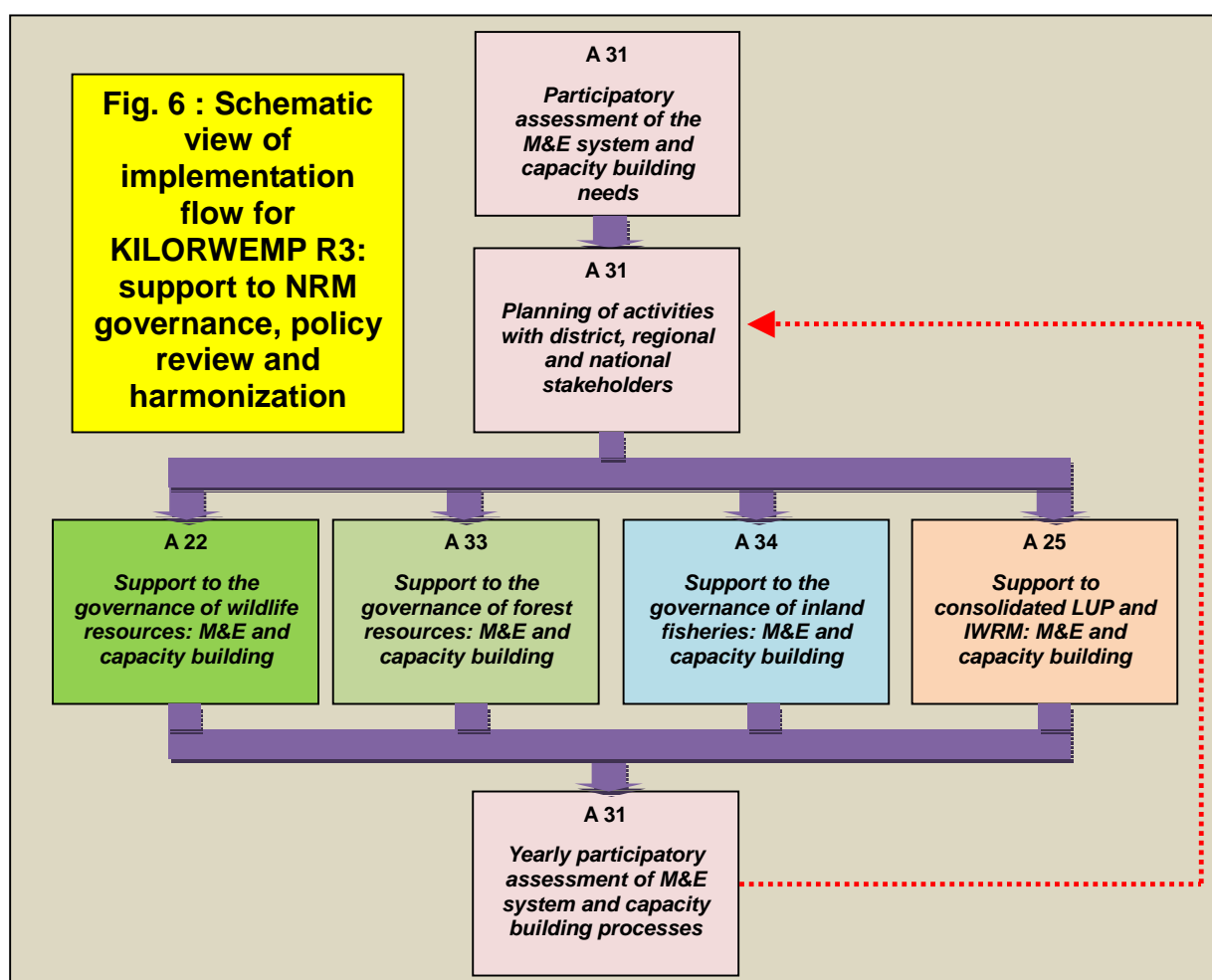
- An effective and efficient M&E system allowing all stakeholders along the governance chain to assess progress and issues and take relevant action;
- Building capacity of the relevant stakeholders to learn from the “laboratory” provided by the CBNRM initiatives implemented in the three districts, to improve harmonization of policies, develop more effective instruments and empower LGAs for the scaling up and replication of successful experiences.

Similarly to Results 1 and 2, the activities of this component will start with a participatory assessment of the state and issues of the M&E system and the capacities of relevant governance actors along the chain from District to central levels (Activity 31). The other activities under result 3 follow the four thematic areas addressing the specific stakeholders (Activities 32 to 35).

Precise actions and targets will also be defined by stakeholders based on several steps:

- Step 1: needs assessment (in case of district institutional assessment to be developed during formulation);
- Step 2: develop work programme and training programme with each partner (district team, regional teams, key actors in central ministries);
- Step 3: implement work/training programme;
- Step 4: evaluation and lessons learnt / policy building.

The following chart shows the flow of activities for Result 3.



The main activities under result 3 are defined as follows:

A31: Baseline assessment of specific NR governance capacities and capacity building needs

As mentioned, the project will focus on the M&E system as a key feature of NR governance. Currently M&E at District level is activity-based and does not allow to measure progress in processes and capacities.

During the Inception phase, a participatory assessment of M&E and capacity building needs will be implemented with the facilitation of specialized service providers in order to achieve the following outputs:

- A baseline of M&E practices used by Districts, regions and central agencies in relation to specific NRM processes and policies;
- An assessment of capacity building needs to enable the stakeholders to manage proper M&E systems, including Human Resources, instruments and equipment;
- A proposal for activity planning in each of the thematic areas, allowing to formulate precisely what will be done under activities A32 to A35.

The baseline will be used later on a yearly basis to assess progress and reorient actions.

A32 : support to decentralized governance of wildlife resources

The project will support the relevant levels of governance: District, Region, and central (MNRT Wildlife Division) in improving the overall performance of the WMA and wildlife protection policy in the three districts, focusing mainly in capacity building, improvement of regulatory capacities including by laws, and improvement of monitoring and evaluation.

Actions will include the following:

- Formation of district level NRM stakeholders committees linked to relevant DC committees.
- Support to M&E of WMA process in the three districts.
- Training of District Facilitation Team and staff of relevant agencies.
- Provision of specific studies and consultancies.
- Support to review of policies, instruments and support to districts in WMA and game management.

The activity will be supported with funding for the District Facilitation Team, capacity building and training, as well as provision of equipment when necessary.

A33: support to decentralized governance of forest resources

The project will support the relevant levels of governance: District, Region, and central (MNRT and Forest/beekeeping agency) in improving the overall performance of the PFM and beekeeping development policy in the three districts, focusing mainly in capacity building, improvement of regulatory capacities including by laws, and improvement of monitoring and evaluation.

Actions will include:

- Support to M&E of CBFM/PFM process in the three districts.
- Training of District Facilitation Team and staff of relevant agencies.
- Provision of specific studies and consultancies.
- Support to review of policies, instruments and support to districts in CBFM/PFM.

The activity will be supported with funding for the District Facilitation Team, capacity building and training, as well as provision of equipment when necessary.

A34: support to decentralized governance of inland fisheries

The project will support the relevant levels of governance: District, Region, and central (Ministry of Fisheries) in improving the overall performance of the inland fisheries development policy in the three districts, focusing mainly in capacity building, improvement of regulatory capacities including by laws, and improvement of monitoring and evaluation.

Actions will include:

- A baseline of BMU process in the 3 districts and analysis of issues between all relevant stakeholders.
- Support to M&E of BMU process in the three districts.
- Training of District Facilitation Team and staff of relevant agencies.
- Provision of specific studies and consultancies.
- Support to review of policies, instruments and support to districts in BMU and fisheries management.

The activity will be supported with funding for the District Facilitation Team, capacity building and training, as well as provision of equipment when necessary.

A35: support to decentralized governance of land use planning and water management

The project will support the relevant levels of governance: District, Region, and central (Ministry of Lands and Human Settlements Development /National land Use commission, Ministry of Agriculture Food Security and Cooperatives, Ministry of Water and Ministry of Livestock Development) in improving the overall performance of the land use planning and water management in the three districts, focusing mainly in capacity building, improvement of regulatory capacities including by laws, and improvement of monitoring and evaluation.

Actions will include:

- Partnerships with the private sector investors (rice, sugarcane, teak plantations etc) to implement wise land use and water management in their respective areas.
- Support to consolidation of LUP at district and region.
- Support to M&E of LUP process in the three districts.
- Training of District Facilitation Team and staff of relevant agencies.
- Provision of specific studies and consultancies.
- Support to review of policies, instruments and support to districts in BMU and fisheries management.

The activity will be supported with funding for the District Facilitation Team, capacity building and training, as well as provision of equipment when necessary.

3.4 Indicators and means of verification

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

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

The logical framework can be found in Annex 1.

3.4.1 Overall objective indicators

The indicators at the level of the overall objective reflect the contribution of the project to the Sustainable Wetlands Management Plan (SWMP)

- Protection and conservation status of key wetland sites in the Kilombero and Lower Rufiji improved (Objective 1 of SWMP)
- Models of improved utilization of wetland resources implemented with positive impact on livelihoods of resources users (Objective 2 of SWMP)
- Management capacity of key wetland areas of Kilombero and Lower Rufiji improved within the DeNRM framework (Objective 3 of SWMP)
- Wetland resource monitoring improved in the Kilombero and lower Rufiji wetland areas (Objective 4 of SWMP)
- Communication, Education and Public Awareness (CEPA) on wetlands enhanced by outcomes of project (Objective 5 of SWMP)
- Improved coordination of wetland policy (Objective 6 of SWMP)

These indicators might be adapted as the formulation of SWMP may change in the future.

3.4.2 Specific objective indicators

The specific objective indicators will be consolidated from the indicators of each result and will measure the contribution of results to the improvement of the overall management of wetland resources in the three districts:

- % of key areas of wetland ecosystem under effective sustainable management arrangements (comparing progress to baseline, approximate areas under effective WMAs, wetland reserves, CBFM etc)
- % of wetland dependent communities participating in sustainable management arrangements (comparing progress to baseline, number of villages linked to wetland, having reached the stage of implementing NRM based business plans and micro projects)
- Districts with own specific budget and NRM team effectively supervising all CBNRM and other sustainable management arrangements by year 4 (comparing to baseline of district own budget for NRM and available facilitation staff).

The first two indicators will require a basic GIS database.

3.4.3 Indicators for R1

Given the complex set of processes and activities concerned, the project requires a common framework of indicators that is relatively easy to verify and provides a clear vision of progress.

Result 1 will be measured by the progress in the establishment of CBNRM frameworks in the three districts, compared to baseline and targets.

The initial baseline study will assess the state and coverage of these different arrangements in each district. Based on this assessment realistic targets will be agreed upon for each district and each thematic area; they cannot and should not be established in quantitative manner before the baseline although there is a maximum number:

- Up to 6 WMAs effective by year 4
- Up to 6 BMUs effective by year 4
- Up to 9 CBFM, PFM and BKR areas effective by year 4
- x LUP effective by year 4
- Up to 12 WUAs effective by year 4

In order to measure progress, the indicators will use the standardized DeNRM framework which defines key steps towards CBNRM (although actual number of steps varies they can be normalized using this common scale):

- Step 1: Raise awareness, form and make operational the VNRC/users group.
- Step 2: Undertake resource boundary marking, resource assessment and mapping
- Step 3: Include resource in village LUP.
- Step 4: Develop resource management plan as part of mainstream Village Development Plan.
- Step 5: Develop “wise use” by laws and train members.
- Step 6: Secure user rights (e.g. WMA).

Besides the progress indicator, a simple gender indicator will be applied to each CBNRM:

- Number of women in directory/board of each CBNRM association.

The baseline and monitoring of each CBNRM in the three districts will therefore be quite simple and consist of the two indicators:

- The progress stage of the CBNRM (1 to 6)
- The gender indicator of each CBNRM.

This system will be easily verifiable and give an immediate picture of progress and challenges, for each district and each CBNRM category. While obviously the targets should pursue as many CBNRM achieving step 6 by the end of the project, this system will recognize the process character of these actions and will help the project coordination to take the best decisions as to focus intervention.

3.4.4 Indicators for R2

For Result 2, the support to livelihood development being linked to the establishment of CBNRM, the targets will be derived from those of result 1. They will be measured with the following overall indicators:

- Up to 6 WMA associations implementing business plan and micro projects by year 4
- Up to 6 BMUs associations implementing business plan and micro projects by year 4
- Up to 9 forestry, beekeeping and Non-Timber Forestry Products (NTFT) associations implementing business plan and micro projects by year 4
- Up to 12 WUAs implementing business plan and micro projects by year 4
- x livestock development groups implementing business plan and micro projects by year 4

A similar scale is proposed to measure livelihood development stages:

- Step 1: Raise awareness, form and make operational the NR users group.
- Step 2: Investigate market opportunities and contact potential buyers/partners
- Step 3: Develop basic business plan for targeted enterprise.
- Step 4: Define potential investors / training needs
- Step 5: Formulate micro project and obtain necessary funding.
- Step 6: Implement training and investment micro projects, develop partnership with potential buyers and partners.

The gender indicator for this result will be:

- Nr of women in membership and boards of directors of each user group managing an economic activity.

Similarly to R1 each CBNRM will have its set of two indicators.

The combination of indicators will give at baseline, and at any moment, the stage of progress in the regulatory and economic development stage of each targeted CBNRM and corresponding association, as

well as simple gender indicator.

3.4.5 Indicators for R3

For result 3 the targets are linked to the improvement of DeNRM governance capacities at the relevant levels of LGA and central government. The main proposed indicators are:

- Three districts capacitated to facilitate the CBNRM process by integrating the work programme in the planning, providing the required support services to the CBNRM stakeholders, processing effectively the necessary legal procedures, by laws etc towards upper levels and procuring the necessary support from central government and service providers.
- Three districts developing integrated land use planning, applying the existing plans such as Kilombero Wetland Management Plan, developing agreements with major private investors and harmonizing Land Use Planning procedure with RUBADA and other relevant institutions.
- Three districts capacitated to facilitate the NRM linked livelihood development programme by integrating the work programme in the planning, providing the required support services to the resource users associations, and procuring the necessary support from central government and service providers.
- Three districts, 2 Regional Offices and relevant central institutions (MNRT etc) collaborating effectively in monitoring the progress of implementation of CBNRM, wetland management policy and other key policy processes through effective M&E mechanism and yearly joint participatory evaluations.

3.5 Beneficiaries

The direct beneficiaries are:

- Wetland based resource users engaged in collective action for CBNRM are direct beneficiaries at community level. The benefits include better use of their resource base (result 1) and improved livelihoods including incomes (result 2). The exact number of direct beneficiaries will be estimated once the precise targets for CBNRM and livelihood development are set up after the participatory baseline assessment.
- Village governments, ward executive offices, district councils, regional administrations and line ministries directly involved in the project are direct beneficiaries at institutional level (result 3). Their benefits include improved governance instruments, human and financial capacities.
- Private commercial resource users (of great importance and impact in the project area) are direct beneficiaries whenever they will associate themselves to the project implementation in order to improve their management of resources and benefit surrounding communities.

Concentrating on a “first ring” of direct beneficiaries means that the initial scope / outreach of the project do not include all wetland resource users. The experience of previous projects has shown how difficult it is to achieve significant results in a short time span; let alone if the outreach is too ambitious.

The outcomes of the intervention with the different direct beneficiaries should accrue in replicable instruments and approaches that may benefit a set of indirect beneficiaries:

- Wetland resource users in the project area not directly involved in the project, as well as in other wetlands of Tanzania;
- Other districts having to manage similar situations;
- Other institutions that may replicate the experiences.

3.6 Duration

The project implementation will be for 4 years preceded by a 6 months inception phase, and followed by a 6 months closing phase.

During the inception phase the main activities will be:

- Constitution of the technical coordination team and recruitment of experts;
- Procurement of equipment;
- Tendering of the participatory baseline assessment and initial related studies and planning of the implementation phase;
- Planning, design and negotiation of grant contract with NRM development partners (WWF and IUCN).

The implementation phase will focus on the whole range of activities and last 60 months. This includes an inception phase (including base line survey) of six months and a closure phase of 6 months for preparation of administrative and financial reports and preparation of the exit phase.

3.7 Risk Analysis

3.7.1 Implementation risks

Risks	Risk Level	Alleviation measure
Low level of political priority of NRM at LGA	Medium	Final planning and setup of targets after participatory baseline assessment Empowerment of District Facilitation Team Alignment of project planning with LGA planning
Availability of the needed quantity and quality of district staff.	High	Alleviated by aligning targets in each district to feasibility and supporting District Facilitation Team with 1. Permanent Technical Assistant 2. Maximizing ownership of project through participatory planning and alignment 3. Grant contract with specialized NGOs and service providers
Dispersion of activities over too many communities and areas	Low	Setting criteria for prioritization of actions at the baseline stage
Weak mobilization of communities and low ownership of project at community level	Low	Setting criteria for prioritization of actions at the baseline stage including organization of targeted communities Include CEPA and community mobilization in activities, preferably under specialized NGO/ service providers
Changes in institutional setup and coordination at central level	Medium	Ensure high level support for project at MNRT and technical profile of National Coordinator
JLPC not really effective to oversee and advise project	Medium	Streamline JLPC with only strategic institutions and delegate broader representation to District Technical Committees
Change of policy priorities at central level	Medium	Alignment of project strategy to core policy guidelines such as CBNRM

3.7.2 Management risks

Risks	Risk Level	Alleviation measure
Delays of implementation at District level linked to administrative and technical bottlenecks	High	Careful alignment of planning of project activities with district planning cycle; inclusion in district plan and budget as prerequisite for releasing funds Technical and administrative assistance to Districts Financial incentive (increasing budget for better performing districts)
Delays in availability of funds for activities at local level	Medium	Streamline fund disbursement mechanisms Provide administrative backup and monitoring to districts
Delays in processing of plans approval etc from district to upper levels, produce delays in activities	Medium	Can be alleviated partly by monitoring of processes by project
Delay of field activities due to heavy procedures at district level	High	Provide administrative backup and monitoring to districts Centralize as much procurement as possible Develop efficient mechanism to fund micro projects Centralize as much procurement as possible including service contracts
Low capacity and leadership at community level	Medium	Target projects at communities with good start up conditions and motivation; plan intensive capacity building and follow up
High turnover of staff at local level	High	Develop long-term partnership between districts and specialized NGOs to ensure presence of capacities on dedicated issues – However, this should be accompanied by specific measures to avoid too high turnover at District level.

3.7.3 Effectiveness risks

Risks	Risk Level	Alleviation measure
Processes of legalizing LUP and CBNRM arrangement stalled in the administrative circuit	Medium	Focusing on initiatives already initiated and with feasibility. Monitor processes closely. Involve all stakeholders in periodic evaluations and analyze effectiveness bottlenecks.
Economic conditions adverse to improving NRM derived livelihoods	Medium	Concentrate on livelihood activities with economic potential using baseline assessment Use multiple strategies; start from what communities are already doing
Low availability of adequate technical know-how on economic development and value chains	Medium	Procure experienced BDS providers
Inadequate capacity of value chain actors to see the need to collaborate	Low	This can be alleviated by a participatory approach of identifying and proposing responses to the beneficiaries' problems, needs and priorities
Difficulties to coordinate between central institutions for result 3 activities	Medium	Use of existing coordination bodies Training needs assessments Participatory planning and monitoring of capacity building activities

3.7.4 Sustainability risks

Risks	Risk Level	Alleviation measure
Service providers falling out after the end of the project	Medium	Use two levels: short and medium term service providers for specific tasks; longer-term partnership with more permanent actors such as WWF, IUCN with a view to continued collaboration after the project end.
Maintenance of services and activities too dependent on project subsidies	Medium	Districts to provide increasing counterpart funding; phase out of district level TA after year 3; community groups to provide in kind contributions
Community mobilization falling out after projects; frustration on unfinished processes	Medium	Develop solid phase out strategy to ensure follow up of processes by LGA and other relevant stakeholders
Beneficiaries perceiving the project as a BTC/donor project	Low	Maximize ownership of project at district level with proper decision making mechanism and definition of roles
Central agencies pushing big investment in wetlands without adjusting to the LUP and NRM processes at local level	Medium	Involve closely RUBADA and other relevant actors in the LUP process and other relevant activities

3.7.5 Fiduciary risks

Risks	Risk Level	Alleviation measure
Ineffective control of financial information reliability	Medium to high	Set up clear procedures Provide administrative backup to districts Centralize key procurement Organize financial audits

4 Resources

Various financial and non-financial resources will be used to implement the project.

4.1 Financial resources

4.1.1 Belgian contribution

Considering the Human Development Index of Tanzania and its peaceful global democratic standing the Belgian government is planning to provide 60 million Euros for the implementation of IDCP 2010/2013 within four years. The Natural Resources sector will be allocated Euro 13 million.

Out of which, the Government of Belgium will provide a grant of 4 million Euros for the implementation of the Kilombero Lower Rufiji Wetlands Ecosystem Management Project.

The budget is to be managed at different levels:

- At District levels, funds in co-management will be available under the headings “District facilitation” and “micro projects”, to support district facilitation teams in implementing activities under their technical responsibilities (under Results 1 and 2).
- At central level, funds in co-management will be available to support the implementation of activities under Result 3, plus the tendering of consultancies and service contracts under results 1 and 2 (considering that consolidated consultancies will be preferable than isolated tendering at each district level).
- The rest of the budget will be in own management by BTC, covering the acquisition of equipments, TA and support staff, and key grant contracts with NRM development partners and consultants for the baseline, yearly participatory evaluation and external evaluations.

Table 12. Budget of Belgian contribution

				CHRONOGRAM						
BUDGET TOTAL			Execution mode	BELGIUM BUDGET TOTAL	%	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A	Strengthened capacities to implement the sustainable management policy and regulations to the Wetlands Ecosystem			1.370.600	34%	0	310.750	353.283	353.283	353.283
R 01	Community Based Natural Resource Management			361.100	9%	0	91.800	89.767	89.767	89.767
A	01	01	Participatory assessment of the state of establishment of CBNRM institutions in the three districts and planning of further actions	Co-mgt	5.900		0	3.000	967	967
A	01	02	Support to the establishment and implementation of WMAs and wetland reserves	Co-mgt	79.800		0	19.950	19.950	19.950
A	01	03	Support to the establishment and implementation of PFM and beekeeping reserves	Co-mgt	79.800		0	19.950	19.950	19.950
A	01	04	Support to the establishment and implementation of BMUs	Co-mgt	76.800		0	19.200	19.200	19.200
A	01	05	Support to land use planning and management at village, ward and district level	Co-mgt	118.800		0	29.700	29.700	29.700
R 02	Natural Resources based sustainable livelihoods development			551.300	14%	0	95.550	151.917	151.917	151.917
A	02	01	Economic feasibility, baseline assessment and evaluation of NRM based livelihood activities in 3 districts	Co-mgt	5.900		0	3.000	967	967
A	02	02	Support to the economic management of wildlife resources in the context of WMAs	Co-mgt	118.800		0	20.700	32.700	32.700
A	02	03	Support to the development of livelihood activities derived from sustainable forest management: timber, charcoal,	Co-mgt	160.800		0	22.200	46.200	46.200
A	02	04	Support to the improvement of fishery based	Co-mgt /	115.800		0	28.950	28.950	28.950
A	02	05	Support to improved livelihoods based on improved land and water use management: grazing management, small scale irrigation	Co-mgt	150.000		0	20.700	43.100	43.100
R 03	NRM governance, policy review and harmonization			458.200	11%	0	123.400	111.600	111.600	111.600
A	03	01	Baseline assessment of specific NR governance capacities and capacity building needs	Co-mgt	11.800		0	11.800	0	0
A	03	02	Support to decentralized governance of wildlife resources	Co-mgt	111.600		0	27.900	27.900	27.900
A	03	03	Support to decentralized governance of forest resources	Co-mgt	111.600		0	27.900	27.900	27.900
A	03	04	Support to decentralized governance of inland fisheries	Co-mgt	111.600		0	27.900	27.900	27.900
A	03	05	Support to decentralized governance of land use planning and water management	Co-mgt	111.600		0	27.900	27.900	27.900

B	Activities related consultancies & expertises		1.447.600	36%	90.000	381.700	363.700	363.700	248.500
B 01	Activities related consultancies & expertises		1.447.600	36%	90.000	381.700	363.700	363.700	248.500
B 01 01	Strategic consultancies and service contracts	Own-mgt	292.000		0	86.500	68.500	68.500	68.500
B 01 02	International Technical Advisor	Own-mgt	810.000		90.000	180.000	180.000	180.000	180.000
B 01 03	National Technical Advisor (district facilitator)*3	Own-mgt	345.600		0	115.200	115.200	115.200	0
X	Budgetary reserve (max 5% * total activities)		83.420	2%	0	0	0	0	83.420
X 01	Budgetary reserve		83.420	2%	0	0	0	0	83.420
X 01 01	Budgetary reserve CO-MANAGEMENT	Co-mgt	66.900			0	0	0	66.900
X 01 02	Budgetary reserve OWN-MANAGEMENT	Own-mgt	16.520						16.520
Z	General means		1.098.380	27%	222.001	211.645	238.645	219.645	206.445
Z 01	Human Resources		276.000	7%	27.600	68.400	68.400	68.400	43.200
Z 01 01	National Coordinator	Own-mgt	24.300		2.700	5.400	5.400	5.400	5.400
Z 01 02	National Financial Advisor	Own-mgt	135.000		15.000	30.000	30.000	30.000	30.000
Z 01 03	Accountant	Own-mgt	75.600		0	25.200	25.200	25.200	0
Z 01 04	Driver	Own-mgt	35.100		3.900	7.800	7.800	7.800	7.800
Z 01 05	Other HR costs	Own-mgt	6.000		6.000	0	0	0	0
Z 02	Investments		201.650	5%	185.650	16.000	0	0	0
Z 02 01	Vehicles	Own-mgt	138.000		138.000	0	0	0	0
Z 02 02	Office equipment	Own-mgt	18.000		18.000	0	0	0	0
Z 02 03	IT equipment	Own-mgt	17.650		17.650	0	0	0	0
Z 02 04	Office improvement works		28.000		12.000	16.000	0	0	0
Z 03	Operating costs		450.730	11%	8.751	112.245	112.245	112.245	105.245
Z 03 01	Vehicle running costs & fuel	Own-mgt	255.150		1.450	63.425	63.425	63.425	63.425
Z 03 02	Office maintenance	Own-mgt	20.280		1.001	4.820	4.820	4.820	4.820
Z 03 03	Communication,	Own-mgt	47.100		800	11.575	11.575	11.575	11.575
Z 03 04	Travel and communication	Own-mgt	20.400		2.400	4.500	4.500	4.500	4.500
Z 03 05	Meetings	Own-mgt	52.000		2.500	12.375	12.375	12.375	12.375
Z 03 06	National staff training costs	Own-mgt	21.000		0	7.000	7.000	7.000	0
Z 03 07	Missions plus DSA, DBO's coordination staff	Own-mgt	30.000		300	7.425	7.425	7.425	7.425
Z 03 08	Financial costs	Own-mgt	4.800		300	1.125	1.125	1.125	1.125
Z 04	Audit and Monitoring and Evaluation		170.000	4%	0	15.000	58.000	39.000	58.000
Z 04 01	Mid-Term and final Evaluation costs	Own-mgt	50.000		0	0	25.000	0	25.000
Z 04 02	Audit	Own-mgt	60.000		0	0	18.000	24.000	18.000
Z 04 03	Backstopping BTC HQ	Own-mgt	60.000		0	15.000	15.000	15.000	15.000
TOTAL			4.000.000		312.001	904.095	955.628	936.628	891.648

Own-Mgt	2.562.500	64%	312.001	593.345	602.345	583.345	471.465
CO-Mgt	1.437.500	36%	0	310.750	353.283	353.283	420.183

4.1.2 Tanzanian contribution

The contribution of the Tanzanian government is € 231,000. This contribution represents the technical staff for coordination and monitoring and the provision of working space and furniture for the National Coordination Office at MNRT and the working place and basic furniture for the project teams at district level.

4.2 Human resources

The following key human resources will be involved in the project:

1. MNRT National Project Coordinator (MNRT Central Level, Wetlands Unit)
2. International Technical Advisor (BTC staff at MNRT level)
3. National Financial Advisor (BTC Staff at MNRT level)
4. District Executive Directors (DEDs) in charge of project in each of the involved districts
5. District Project Coordinator nominated by DED in each of the involved districts
6. District Project Assistant (BTC staff at District level) to assist the District Project Coordinator
7. District Project Accountant (BTC staff at District level) to assist both the District Project Coordinator and the District Project Assistant.
8. District Project Facilitation Team from each of the involved district
9. Project partners (specialized NGOs with multi-task, medium term grant agreement)
10. Out-sourced expertise as identified for specific activities
11. Technical backstopping from BTC

4.2.1 BTC hired Project staff

The stakeholders and risk analysis show clearly that the project will run a much too high risk of inefficiency if there is no strong element of technical assistance, both at central and district levels. BTC will contract the following support team:

1. International Technical Advisor (BTC staff at MNRT level) hired for 4 years
2. National Financial Advisor (BTC Staff at MNRT level) hired for 4 years
3. Three District Project Assistants (BTC staff at District level) to assist the District Project Coordinator, hired for the Implementation phase (36 months)
4. Three District Project Accountant (BTC staff at District level) to assist the District Project Coordinator and District Project Assistant hired for the Implementation phase (36 months)
5. One Driver (4 years)

The International Technical advisor will be located at MNRT headquarters and function as advisor to the National Project Coordinator and to the Ministry at large for related technical issues.

The National Financial Advisor will support the National Coordinator at MNRT in supervising the financial administration of the project, and provide advice and monitoring to the three districts.

The 3 District Project Assistants will be posted in Ifakara, Mahenge and Utete at District headquarters and provide permanent assistance to the District Project Coordinator and the District Project Facilitation Team.

He will be responsible for the management of the regie funds at district level.

The 3 District Accountant will be located in Ifakara, Mahenge and Utete at District headquarters and will be in charge of the day-to-day administrative and accounting tasks. They will have to report monthly financial information to the Financial Advisor See annex 3 for Job descriptions.

BTC will recruit the ITA as per Belgian rules and regulations through BTC headquarters in Brussels. The short listed candidates will be presented to the Resident Representative and to the MNRT for advice.

The Financial Advisor, the 3 Accountants and the 3 Project Assistants and the driver will be recruited through the BTC Representation in Dar-Es-Salaam as per Belgian rules and regulations. The selected persons will be presented to the MNRT for its advice.

A Belgian Junior Programme with its own budget and managed by BTC offers to young professionals an opportunity to work in Belgian funded projects. Possible mobilization of complementary staff for a maximum duration of 2 years under this mechanism will be analyzed during the implementation phase.

4.2.2 Central and local Government staff

The Tanzanian partner will make available from the MNRT a Senior Officer who will serve as a National Project Coordinator. The National Project Coordinator will be based at MNRT-Wetlands Unit and will be available for coordination activities in Dar Es Salaam and in the districts. He will be supported by other staff from the Wetlands Unit.

At district level the project implementation will be aligned with the district structure:

The District Executive Officer will be the officer in charge of supervising the project as mandated by the District Council.

The DED will delegate day to day coordination to the most senior available officer in the NRM sector to act as District Project Coordinator.

The District Project Coordinator and the District Project Assistant will organize the project activities at district level with the other officers included, according to their tasks, in the District Project Facilitation Team. As per Execution Agreements with the Districts, the DED will make available from each district councils the relevant staff to participate in the team.

The District Land, Natural Resources and Environment Officer (DLNREO) will be partly available for planning, coordination and supervision of the project activities.

Each district will be responsible for its own work plans and budgets within the limits defined in the TFF, during the baseline and approved by the Steering committee. It is the work of the National Project Coordinator, International Technical Advisor and Financial Advisor to verify the eligibility and adequacy of plans and budget in line with ad-hoc decisions and procedures. They will compile the information from the districts into the required reports for the whole project. The relevant Regional Advisors will also be involved in relevant project activities.

As for the line Ministries and other central agencies involved (such as RUBADA) they will each nominate a focal point / liaison officer to the project.

4.2.3 Project Management Unit

The Project Management Unit (PMU) will be established to facilitate and manage the implementation of the intervention. The Project Management Unit will be responsible for the overall coordination and follow-up of the intervention operating in close coordination with the Districts:

- The MNRT National Project Coordinator as Manager
- The International Technical Advisor as Co-Manager
- The National Financial Advisor

Together, they are responsible for the coordination of the activities at districts and central levels, the communication of reliable and timely information (see reporting) and results to the stakeholders, Authorising officers and Steering Committee.

At the level of the Districts, the District Project team (DPT) will be constituted by:

- The District Project Coordinator;
- The District Project Assistant;
- The District Accountant;

The District Facilitation Team put at disposal by the DED for the activities implementation as per execution agreements.

4.2.4 Implementation partners

The support needed by the District staff and communities cannot be fully ensured with project staff either. Implementation partners will be specialized NGOs and research centres whose expertise and permanent presence in the region justifies the building of a medium term partnership to support the implementation of the project with multi tasks programmes, and also to intend to see for the establishment of permanent collaboration after the end of the project implementation.

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

- **WWF Tanzania:** to support WMAs, Participatory Forestry, BMUs and fisheries development, and Land Use Planning.
- **IUCN Tanzania:** to support Integrated Water Management and Water Users Associations and Land Use planning.

A budget in own management has been set aside for such contracts. Due to their strategic nature for the quality of project outputs, these contracts will be managed by BTC and put under supervision of the International Technical Assistant.

Eventually other permanent partners may be included such as Frontier Tanzania or Farm Africa. The project will plan the establishment of grant contracts with those special partners, for the duration of the project and with a pre-established phase out strategy.

4.2.5 Service providers and short term expertise

Besides implementation partners, the project will require more specific expertise of a short term nature with providers such as:

- Specialist technical experts;
- BDS providers for livelihoods development;
- Research institutions;
- M&E experts for participatory baseline and evaluations.

The expertise needs will be collected at district and central level based on needs assessment, and processed and procured centrally using the relevant procurement procedures

4.2.6 BTC backstopping

BTC will provide periodic backstopping to the project.

4.3 Material resources

All equipment and transport means bought through the project shall be used exclusively for the implementation of the project activities. At the end of the project the JLPC shall decide on the allocation of all material resources acquired with the Belgian contribution.

4.3.1 Vehicles

Four 4x4 vehicles are budgeted for and will be acquired at the start of the project.

Three vehicles will be put at the disposal of the Districts for project purposes only.

The National Coordinator, ITA and FA will use the last one for their travels within the project area.

The procurement will be done according to Belgian rules to ease the acquisition. The maintenance and functioning costs will be in own-management.

4.3.2 Motorcycles

Six motorcycles will be needed at the districts to facilitate implementation of the project activities on daily basis: 2 in each district. Those motorcycles will only be used for the project activities implementation.

The procurement will be done according to Belgian rules to ease the acquisition. Districts will have to guarantee the operational expenses of the vehicles put under their responsibility.

The maintenance and functioning of costs will be financed by the project.

4.3.3 Office equipment

The project will use existing offices at MNRT and in each of the three districts. A budget is available for the purchase of office equipment needed for successful implementation of the project such as fixtures and furniture, laptop computers, printers/scanners, mobile telephones, air-conditioning, office supplies and their accessories including Internet connection.

The main project office will be in MNRT headquarters in Dar Es Salaam.

5 Implementation modalities

5.1 Legal framework and implementation roles

The project is a partnership between Belgium and the Tanzanian Government and is jointly implemented. The implementation will be co-managed by the MNRT and BTC for the technical coordination and the MoFEA and BTC for the financial coordination. Thereby the following principles will be adhered to:

- MNRT-WD is the technical project owner and therewith the contracting authority.
- The MoFEA and BTC ensure appropriate use of project funds and respect of procedures as Authorising entities.
- The Districts will ensure that the activities that have been entrusted with through the Execution Agreement are correctly and qualitatively implemented.

MNRT will nominate a National Project Coordinator as manager in charge of general coordination and supervision of the project, normally based at the Wetlands Unit. Given the complexity of the responsibilities, the National Project Coordinator will be supported by a project team composed of: a full time International Technical Assistant as co-manager embedded in the Ministry, and a full time Financial Advisor

The ITA shall undertake technical and managerial responsibilities for the project. He or she shall advise the National Coordinator on all technical aspects of the project and supervise consultants engaged on the project together with the National Coordinator. In collaboration with him, he/she will be responsible for preparing the overall project reports by compiling districts reports. He or she will be contracted by BTC and assigned to this project.

The National Financial Advisor will assist/support the Coordinator and three District accountants in financial planning, reporting and budgeting. Financial planning and budgeting (quarterly review) and reporting (monthly information to provide for follow-up) is done by each District project team (the District is responsible for the reliability, completeness and timeliness of the financial information). The accounting at District level is done through the FIT multi-sites. The FA will ensure the coordination and consistency of the data.. He/She will have a controlling and supervising role towards the financial information received. He/She must ensure that this information is correct, complete and timely received.

Every District involved in the project described under this TFF will sign an execution agreement with the PMO-RALG and BTC (MoF witnessing the agreement as authorising officer) stipulating financial and administrative modalities that will be used to implement and contribute to the project. The same agreement must be signed with every new District born from a State reform.

- The execution agreements will define among others;
- The activities concerned and planning and monitoring procedures;
- The roles and responsibilities;
- The budget involved and budgeting procedures;
- The reporting and control modalities;
- The audits.

Some requirements will be specified, namely:

- The opening of specific bank accounts by BTC for the districts and for the MNRT;
- Annual financial audits verifying the compliance with the TFF and the execution agreements concerning the reliability and validity of the financial information.
- Annual review and validation of the budgets
- Quarterly financial planning
- Quarterly financial and operational reporting according to the BTC templates
- Monthly accounting

- Submission of fund request adequately supported
- Suspension of fund transfer in case irregularities or fraud is noticed.

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

The Execution Agreements will be drafted in line with BTC regulations and templates, and will be presented at, and endorsed by the JLPC. It must be signed and endorsed before the starting of the activities within the districts.

The organisational entities through which implementation and follow up will be realized are:

- Joint Local Partner Committee (JLPC)
- National Coordination Unit
- District Council Technical Committee
- District Project Facilitation Team (PFT)

In order to support the DED, District Project Coordinator and district officers and overcome some of the constraints observed, each district will be assigned a national consultant as District Project Assistant in charge of supporting the District Coordinator day to day tasks and M&E as well as linkage to the national project coordinator.

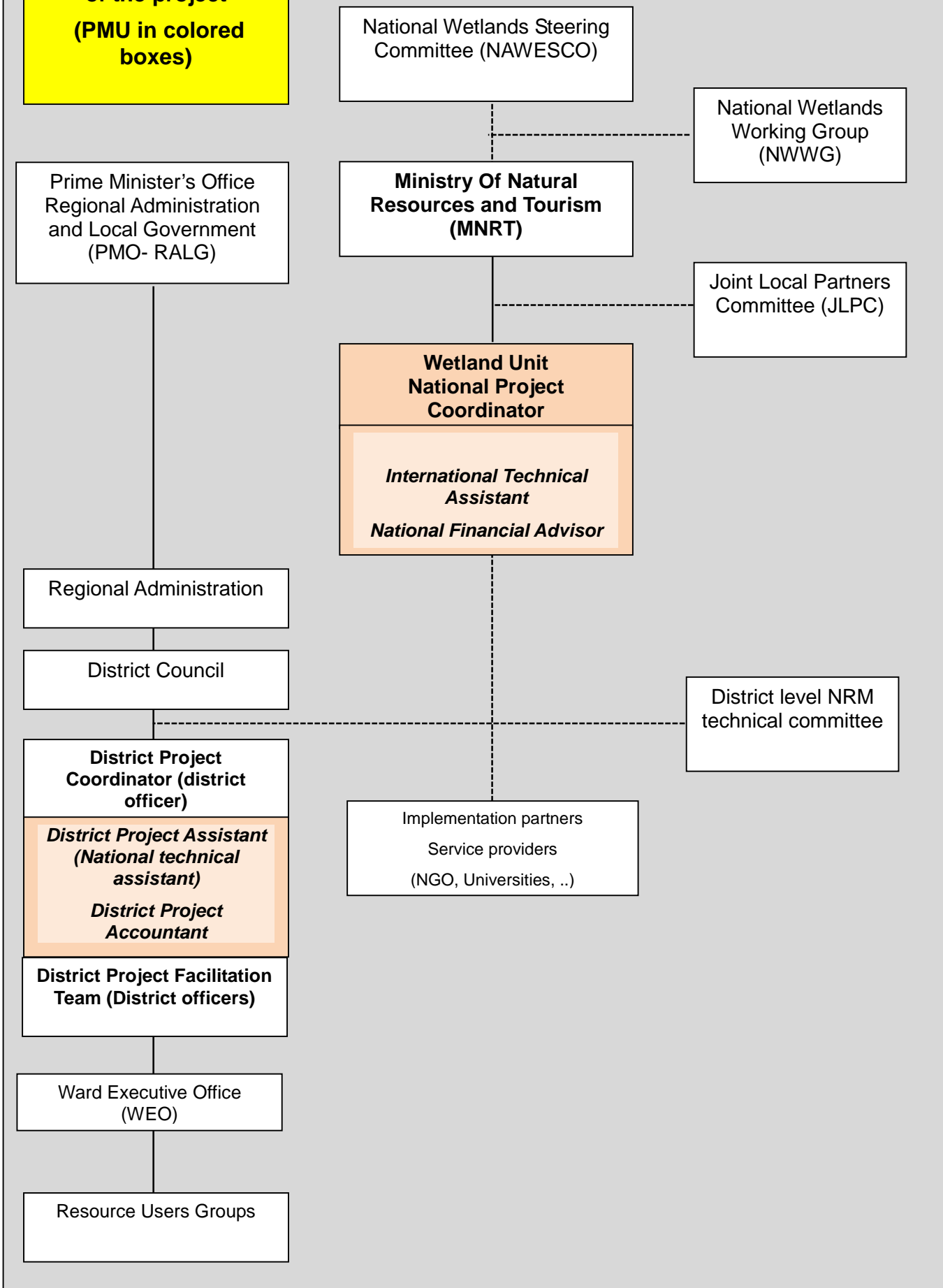
Ward and Village executive offices are responsible of implementation at their level, while specific resource users groups will be the final beneficiaries.

Service providers: the district project facilitation team will need to have support from specialized service providers in order to be able to implement some activities, in particular those linked to community mobilization and training. NGOs such as WWF can play a strategic role in supporting the process.

District Technical committees: the project will support the establishment of NRM technical committees in each district, with representative of LG and relevant stakeholders (NGO, CBO) in order to improve coordination, information flow and facilitate monitoring and evaluation of the NRM processes.

The following organisation chart, based on the proposal in the ID report, shows the overall organization proposed.

Fig. 7 : Organization of the project (PMU in colored boxes)



5.2 Joint Local Partners Committee

A Joint Local Partner Committee will be created at the signature of the Specific Agreement. It represents the highest level of decision-making with regard to the implementation of the project. The JLPC is focussed on policy decisions rather than on micro-management issues. All decisions are taken in consensus and all ordinary members of the JLPC sign the minutes, made-up by the secretariat.

Within the limitations of the Specific Agreement, the JLPC shall lay down its own internal rules and take its decision by consensus of its members.

The National Project Coordinator and the International Technical Advisor will assume the JLPC secretariat.

The JLPC will consist of the following members:

- MNRT representative (Chairperson)
- PMO-RALG representative
- Ministry of Finance
- BTC Resident Representative (Co-authorizing officer)
- Regional Natural Resources Advisors (2)
- DEDs from each district (3)

JLPC overlooks all activities and where decisions are made concerning the project. JLPC meets twice a year. The meeting schedule will be aligned with the planning year of the Tanzanian government.

The JLPC can invite any relevant person involved in the project to attend a JLPC meeting. The JLPC fulfils the following role:

- Approves the annual work plans and budgets.
- Approves the six-monthly progress report, financial report and cash flow report.
- Monitors the overall project and approves final project reports and final closure of the project.
- Agrees on the transfer of property at the end of the project.
- Approves the Terms of Reference of the evaluation missions as well as appraises the recommendations of the exercise.
- Approves changes in the TFF and, if required, request any changes to both governments.
- Resolve policy and coordination issues.

5.3 Responsible Ministries

The Ministry of Natural Resources and Tourism (MNRT) will have the responsibility for the coordination and overall supervision of the project as technical Ministry. Besides, the activities, which will be implemented by the MNRT, Execution agreement with each district will be co-signed by BTC and MNRT.

The Ministry of Finance and Economic Affairs will have the responsibility, with BTC, of the sound management of the funds as Authorising Officer.

As employer of local Government Staff, the Prime Minister's Office Regional Administration and Local Government (PMO-RALG) will have the responsibility to oversee the functioning of the Districts, Wards and Village Officers involved in the implementation of the project. It will exercise this role through the District Executive Directors of Kilombero, Ulunga and Rufiji. Those Districts will be in charge of the local implementation of the activities as defined in the Execution Agreements.

The other Line Ministries and central agencies concerned with the project will participate in the JLPC in an ad hoc base.

5.4 District Councils and District Technical Committees

The District Councils will be responsible to supervise the project in each district.

The existing DC committees in charge of Land Use Planning and NRM issues will be used as local steering committees for the implementation of the project. Those committees will be enlarged so as to include all relevant partners active at district level.

5.5 National Wetland Working Group (NWWG)

The NWWG will function as upper level technical advisory body to the project, delegated by NAWESCO.

5.6 Financial Modalities

The Permanent Secretary of the MoF will be the authorising officer while the BTC Resident Representative in Tanzania will be the co-authorising officer of the project. The Wetland Unit National Project Coordinator will be the project manager and the International Technical Assistant appointed by BTC will be the project co-manager.

The Project Management team will be in charge of drafting the project implementation manual (PIM) detailing the day-to-day handling of tasks, with roles and responsibilities, ceiling and financial and operational calendar to stick to deadlines. This PIM will be endorsed by the JLPC before the end of the inception phase.

5.6.1 Bank accounts and signing authorities

Co-management funds

The funds under co-management will be disbursed via BTC-Brussels to the main account in EURO at a Commercial Bank in Tanzania. The signatories of this account will be the Minister of the MoF (or his representative) as the Tanzanian authorising officer and the BTC Resident Representative in Dar Es Salaam as co-authorizing officer,

BTC will open an operational Tsh account for the co-management funds. This account will be named "BTC project – co-management -KILORWEMP" and shall operate by double signature of the manager head of the Wetland Unit (National Project Coordinator) and co-manager (International Technical Assistant)

Signature 1	Signature 2	Ceiling
Manager Wetland Unit National Project Coordinator	Co-Manager International Technical Advisor	25.000€
Authorising Officer MoF	Co-Authorising Officer Resident Representative	Depends on the MoF rules and regulations BTC representation

Transfers from the main euro account will replenish this bank account. It is aimed for the activities and the amount on this account will be limited to avoid exchange rate loss.

Own-managed funds

With regards to the direct administered funds, BTC will open a specific account named “BTC project – Regie - Kilorwemp” in EURO at a commercial bank.

Those funds follow the internal rules and procedures of BTC. If necessary, an additional account in local currency can be opened.

Districts managed funds

At the level of the districts, one specific bank account per district in Tsh will be opened in a commercial Bank. This account will be named “BTC project –Kilorwemp- District name” and shall operate by double signature of the DED or the designated District Project officer and the District Project Assistant (National Technical Assistant).

Signature 1	Signature 2	Ceiling
DED or his/her delegate Project Coordinator	District Project Assistant	5000€

These accounts will be replenished by the “BTC project – co-management –Kilorwemp” at the level of the manager and co-manager based on funds requests supported by documents that will be defined within the execution agreements. The minimum requirements, as well as the template for reporting and requesting will be further defined in the districts execution agreements.

Above the ceiling of 5.000€, the payments must be approved by the Manager and Co-manager.

5.6.2 Flow of funds

First transfer

After signing of the implementation agreement between the Belgian State and BTC, a first request for funds can be done and introduced to the BTC local representative based on the action plans and the financial needs (financial planning). The requested amount should correspond to the financial needs of the first three months of activities and will follow the BTC internal procedures.

Subsequent transfers

To receive the following requests, the National Financial Advisor must introduce a cash call (by financial mode) to the BTC Representative at the beginning of the month before the next quarter. The Project Managers must sign this cash call. The amount of the transfer equals the estimated needs of funds for the following three months with a reserve.

The transfer of funds by BTC is done at the beginning of the quarter.

The subsequent transfer of funds is done only if:

- The accounting for the previous period has been closed and has been transmitted to BTC Representative.
- An updated financial planning of the current quarter has been transmitted to BTC Representative.
- The amount of the request does not exceed the budget balance.
- The quarterly budget and planning follow-up is timely, complete and reliable.

It is possible to submit an urgent cash call with a written explanation of the unforeseen circumstances.

The transfers at the level of the districts will be detailed in the execution agreements and in the PIM.

Accounting

The accounting of the project must be elaborated using the BTC accounting tool and respecting BTC internal procedures. The accounting must be signed by the Project Manager and Co-manager and sent to the Co-authorising Officer, the BTC Resident Representative

The following must be forwarded by the project to the BTC Resident Representative:

- Electronic account files.
- Bank statements and signed cash statements.
- All supporting documents

Particular attention will be paid to the advances and cheques; the Project Management Unit will do a close follow-up.

Strict thresholds for petty cash use and payments will be set in the project manual.

District Accounting

At district level, the District Accountant (BTC staff) will use the FIT multi-site feature to follow-up the accounting. He/She will be in charge of booking all transactions and expenditures related to district's activities. On the 5th of the next month, the FIT will be sent to the PMU Financial Advisor for consolidation.

On monthly basis; the District accountant will extract the financial information in excel and puts it at disposal of the accounting and financial department of the District for their reporting purposes.

All these will be detailed in the execution agreements.

Financial Planning

Every quarter, the National Financial Advisor together with the Project Manager will prepare a financial planning for the current quarter and upcoming quarters of the current year and the future years. This planning will be a consolidated planning based on the district planning for the project sent by the national technical advisor to the project managers according to the requirements set in the execution agreements.

The quality of the planning will be assessed and reviewed; the transfers of subsequent funds will be subjected to the quality of such planning.

The financial planning must be done in accordance with the BTC internal procedures and must be sent to the BTC Representation.

The financial planning will be closely linked to the operational activities and will constitute disbursements best estimates for the coming periods.

Budget management

The total budget amount cannot be exceeded. If a budgetary increase is necessary, a supported request for increase must be introduced at the Belgian State after having received the agreement of the JLPC. If Belgium accepts the request, an exchange of letters between the two parties must follow.

The budget of the project gives the budgetary constraints in which the project must be carried out. The JLPC, on the basis of proposals worked out by the project management, must approve each change of budget. The possible budgetary changes are:

- Change of the budget structure
- Transfer of resources between existing budget lines
- Use of the reserve allocation. The budgetary reserve can only be used for project activities and after approval of the SC. Its use must always be accompanied by a change of the budget.

Budget changes must be made according to BTC procedures.

In order to facilitate the start-up of the intervention, commitments and expenses may be made before the signature of the Implementation Agreement between Belgian Government and BTC. These shall concern logistics and human resources for a maximum amount of: 76.400 Eur

			76.400
B	Activities related consultancies & expertises		16.000
B	02	Activities related consultancies & expertises	16.000
B	02	02 International Technical Advisor	16.000
		Technical Assistant	16.000
Z	General means		60.400
Z	02	Human Resources	8.150
Z	01	04 National Financial Advisor	2.500
		Financial Advisor	2.500
Z	01	06 Driver	650
		Driver	650
Z	01	07 Other HR costs	5.000
		Recruiting costs	5.000
Z	02	Investments	60.400
Z	02	01 Vehicles	30.000
		4*4	30.000
Z	02	02 Office equipment	9.000
		Furniture, photocopier, fan, aircon	9.000
		Accessories	3.000
Z	02	03 IT equipment	13.400
		Laptops	5.000
		Desktops	5.000
		Printer	300
		Software - licenses	1.000
		Cell Phone	600
		Accessories	1.500
Z	02	04 Office improvement works	8.000
		Office rehabilitation, solar,	4.000
		Accessories	4.000

5.7 Reporting

The quality (reliability, timeliness, completeness) of the reporting will determine the future disbursements for the project. Unsatisfactory documented explanations could lead to funds transfer suspension until further notice. The Authorising and Co-authorising officers will lead the additional enquiries to obtain the quality level required and assurance that the activities and funds are correctly followed at central and district level. All this process must be documented.

5.7.1 Financial Reporting

Budget and planning follow-up

The National Financial Advisor closely with the Project Manager will provide the Authorising and Co-Authorising Officers with a consolidated budget and planning follow-up on a quarterly basis. This report will be based on the activities implemented at the level of the districts and at central level. The contribution of the districts team committed to the project will be defined in the execution agreement.

It should be submitted no later than 45 days from the end of the previous quarter. It will include among others:

- A statement showing for the period and cumulatively (program life or year to date) inflows and outflows by main expenditure classifications;
- Opening and closing cash balances of the co-management bank accounts;
- A narrative highlighting the discrepancies with the previous periods;
- Supporting schedules comparing actual and planned expenditures with detailed deviation analysis between actual figures and budgeted ones;

- Cash forecast for the following six months.
- A comprehensive risk analysis on operational and financial ground;

This report will clearly identify the difference between what has been planned (on an operational and financial ground) what has been implemented, the reasons for not respecting the planning, clear action plan with corrective measures, responsible and deadlines. The template will be defined in the project manual. It will be coordinated with the operational reporting.

Annual Financial Report

At year-end (July) and no later than 45 days after the end of the month, the Project Management Unit will present a yearly-consolidated report of the budget and planning follow-up.

This report will put in perspective all strengths and weaknesses of the project, including a lesson's learned part. It will detail the actions that will be put in place to allow the achievement of the objectives within the set timeframe and the economic and efficient use of funds.

Operational Reporting

The Project Management Unit will be responsible for the coordination of the planning and the establishment of the work plans and budgets. In that perspective the planning and reporting of the activities will be included in an overall reporting format following the agreed deadlines. The PMU will:

- Update work plans on a quarterly basis (compiling information regarding operations, procurement and financial planning).
- Compile the information for the six-monthly implementation reports (semi-annual review of the planning), which will be presented to the JLPC.

The progress report includes narrative information, and output indicators linking financial information with physical progress, and highlighting issues that require attention.

It will also include:

- A Contract listing which will reflect all signed contracts, their value and how much have been disbursed under each as at the report date.
- A Commitment listing which will reflect all committed amounts for the next six months.

It is presented on a quarterly basis and make integral part of the Budget and Planning Follow-up.

A result oriented annual report will be produced according to the BTC templates and endorsed by the JLPC.

Reporting to the JLPC

At the Project JLPC meeting, the Project Management Unit will present the following financial information:

- Budget and planning follow-up reports
- Operational Reporting
- Annual financial and operational report
- List of the main commitments and contracts
- Budget change proposal if needed
- Action plan related to audit recommendations and updated follow-up of implemented corrective actions.

Summary reports

The table below presents the synthesis of the various types of operational and financial reports. This table is not exhaustive and the parties can agree on additional reports.

Report	Responsible	Content	Destination
3-monthly budget and planning follow-up	PMU	Technical and Financial report	BTC/MoF
6-monthly activity/progress report	PMU	Progress reporting and activity planning	JLPC, attaché
3-monthly financial planning	PMU	Financial planning	JLPC, BTC HQ
Annual report	PMU	Result oriented Progress report + annual financial report	BTC/JLPC, attaché, DGD
External annual audit	Auditing firm	Financial audit + value for money	BTC/JLPC, attaché
Internal audit reports	Districts Internal auditors	Achievement of objectives; risk assessment; policies and procedures; information and communication; monitoring.	PMU/BTC/JLPC
MTR report	PMU / External consultant	External Mid term review	BTC/JLPC, attaché
Final report	PMU	Provisional acceptance of program activities	JLPC, BTC and DGD

The reporting that need to be provided by the Districts, will be detailed in the execution agreements.

5.8 Procurement of goods and services

Procurement of items in own-management will be done according to Belgian procurement rules and regulations. Tanzanian rules and regulations will be used for funds under co-management.

TDR and procurement mode for services including execution agreements will be developed by the PMU in a centralized way, based on request from districts.

5.9 Baseline, monitoring, evaluation and audits

Monitoring and evaluation will be a fundamental component of the project. It will serve not only the needs of information to the donor, but also of the DeNRM stakeholders at their respective levels. The core of the M&E system will be the participatory baseline assessment and the yearly participatory evaluations. The basis of the M&E system is described in chapter 3.6.

5.9.1 Baseline

The **participatory baseline survey** will be initiated in the three districts during the inception phase and will concentrate on process indicators as established in the logical framework. It will be as simple exercise designed to deliver the following outputs/stages:

1. Inventory of ongoing and identified CBNRM initiatives in the three districts (based on available information already largely collected by Districts during the formulation phase);
2. Organization of a participatory workshop in each district to discuss the issues linked to each CBNRM initiative; define the stage of development (stage 1 to 6) and baseline gender indicator (if necessary complementary information to be collected by district staff prior to workshop). The

workshop will list the initiatives according to priority, using the criteria indicated in the TFF.

3. Preliminary assessment of potential economic opportunities and linkages for resource users groups linked to the prioritized CBNRM initiatives; this assessment will be done based on available information when sufficient; specialized consultants will be hired to complete the assessments later when information is insufficient.
4. Training and support needs assessment of the districts for the implementation of prioritized activities.

Annex 3 presents elements to be considered for the TOR of the Inception phase.

The baseline assessment will be facilitated by consultants especially hired for the process. It should be completed preferably by the end of the inception phase. Each district will present its list of priority CBNRM initiatives to the National Coordination.

In parallel, a training needs assessment will be realized with regional and central agencies to determine priorities of actions to be developed under Result 3.

5.9.2 Yearly participatory reviews

Yearly district level participatory reviews will be implemented to assess progress on the set of process indicators, analyze the issues and constraints and propose solutions to the District Council Technical Committees. Inter-district exchanges will also be organized (see activities A11, A21 and A31).

The **Monitoring system of the project** will be established as a collaborative effort between the district teams, the coordination team and the implementation partners. The simple indicators will be mainstreamed into the District reporting systems.

The District team, assisted by the National Technical Assistant, will use the M&E framework in their mainstream reporting system.

Meanwhile the National Technical Assistants at district level will also provide the information from the field monitoring, to the Coordination team to consolidate the internal monitoring of the project. The ITA will be especially in charge of overseeing the quality of the monitoring.

5.9.3 Mid Term review

A **Mid Term Review** (MTR) shall be conducted half way after the start of the project. The Terms of Reference will be developed by the NPC and ITA and approved by the JLPC. The MTR will be conducted in a participatory way by external evaluators; one international and one national. The key purpose shall be to identify and document lessons learnt in the first half of the project lifespan. An assessment on the progress of the projects activities that are implemented will be carried out. It will assess the possible achievement of the specific objective.. The MTR furthermore looks at the financial, institutional and managerial settings of the project. These will be used as inputs to improve implementation of the second part of the project and also to improve other projects in similar environments. It will propose recommendations and corrective measures to improve project implementation if necessary. The conclusions of this exercise will be presented to the JLPC for approval. The JLPC will take timely and appropriate decisions on the proposed recommendations.

5.9.4 Audits

Financial external audits will be foreseen after one year of implementation and at the end of the third year (at least one year after the mid-term review). These audits will be financed out of the own-management lines and carried out by the auditors according to the BTC framework contract in force. The terms of references will be agreed with the JLPC. The scope will include the full project management and coordination as well as the three districts involved and the compliance with the execution agreement requirements.

Additionally, one financial audit will only encompass the districts activities at the end of the second year to comply with the execution agreements requirements to have annual audits at district level.

Value for-money audit and operational audit. Jointly with the Mid-Term review, and to alleviate the risks of misused of funds and enhance the findings and observation quality, a value-for-money audit will be carried out. BTC will elaborate the Terms of Reference and select a qualified audit firm (ISA standards). The ToR of references will be shared with the JLPC.

The District internal auditors will share their reports with the JLPC when the project activities are encompassed in their audit planning.

The Tanzanian Audit Office will share with the JLPC any issues or recommendations they may have after a District audit and concerning the project activities.

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

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

5.9.5 Final evaluation

A **Final external evaluation** shall be conducted approximately six (6) months before the phasing out of the project. Amongst the key aspects to be covered in the final evaluation are basic criteria such as relevance, efficiency, effectiveness, sustainability, coherence and impact. Other evaluation aspects will include HARMO-criteria such as harmonisation, alignment, managing for results, mutual accountability and ownership. The end evaluation shall also consider transversal/cross-cutting themes such as gender equality, environment, children rights, HIV/AIDS and social economy.

The conclusions of this exercise will be presented to the JLPC for approval. The JLPC will take timely and appropriate decisions on conclusions and proposed recommendations that may also feed any new project in the same sector.

5.10 Phase out strategy

The last 6 months of the project will be used as consolidation and phase out stage.

In principle the hand over strategy should be straightforward because the project works on facilitating ongoing processes in full alignment with government long-term strategies.

Since it is likely that the project will not achieve full consolidation of all processes by the end of the implementation phase, it will look after ensuring due continuity of the most important mechanisms introduced or strengthened to ensure the sustainability:

- District Technical Committees should be consolidated and institutionalized;
- A phase out strategy should be agreed for each of the target CBNRM initiatives;
- A long-term partnership strategy should be agreed with the NRM development implementation partners.

The National Coordination will present a phase out strategy proposal to JLPC before the end of the third year of implementation.

6 Cross cutting themes

6.1 Environment

The project is entirely centred on improving the management of natural resources while generating the necessary economic, institutional and social incentives for resource users to follow “wise principles” of management.

The experiences of the projects should furthermore generate replicable principles and models for wider application throughout Tanzania, thanks to the governance component.

6.2 Gender

Gender shall be integrated in the project planning and implementation in a practical way following the lead of actual women's roles in NRM, and the ways to incentivize more equity in access to natural resources and decision-making. In particular a specific gender dimension will be introduced in the following activities:

- CBNRM (result 1): the baseline survey will assess the position of women in existing initiatives, from the point of view of access to the resources, and participation in decision making in the CBNRM local institutions. The intervention will prioritize initiatives where the potential for increased participation of women is greater, and include in the interventions at community level, means to promote, incentivise and monitor increasing empowerment of women. Gender Specific indicators will be introduced and if needed, specific studies and training programmes planned for. Special attention will be given to the LUP process to ensure that existing guidelines to ensure women interests are taken into account are effective in the ground.
- Sustainable Livelihoods (result 2): the baseline survey similarly will identify those livelihood activities with greater potential to empower women. Initiatives with greater potential (such as fish-, NTFP-, honey processing etc) will be given priority for support. BDS providers will be asked to propose concrete steps to promote gender equity and women based economic activities. Gender Specific indicators will be introduced and if needed, specific studies and training programmes planned for.
- NRM governance (result 3): information from the field on gender issues will be systematized and analyzed so as to feed into the policy review process. If needed proposals to refine the CBNRM approaches will be developed.

The simple gender indicators to be used in the M&E are explained in section 3.6.

6.3 Social economy

The project will focus most activities in Result 1 and 2, on community NR users. From the baseline survey stage and into implementation, means will be sought to ensure that prioritized activities focus the poorest members of the communities. Existing socio economic information will be used to that effect.

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

6.4 HIV AIDS

Given the prevalence of HIV-AIDS in the areas of the project, this will be treated as a cross cutting dimension. Through district facilitation teams and implementation partners synergies will be sought with stakeholders active in awareness building and prevention, so as to make the best in the community awareness processes to include the theme whenever relevant, and if possible plan joint actions when useful, especially when the projects is reaching sensible groups such as fishermen in fishing camps.

Annex 1: Logical framework

Intervention level	Formulation	Main indicators	Sources of verification	Assumptions
Overall Objective	<i>To sustainably manage the wetlands Ecosystem of the Kilombero Valley and Lower Rufiji so that its ecological balance is conserved, the local communities' livelihoods are improved and economic development is sustained</i>	Protection and conservation status of key wetland sites in the Kilombero and Lower Rufiji improved (Objective 1 of SWMP) Models of improved utilization of wetland resources implemented with positive impact on livelihoods of resources users (Objective 2 of SWMP) Management capacity of key wetland areas of Kilombero and Lower Rufiji improved within the DeNRM framework (Objective 3 of SWMP) Wetland resource monitoring improved in the Kilombero and lower Rufiji wetland areas (Objective 4 of SWMP) Communication, Education and Public Awareness (CEPA) on wetlands enhanced by outcomes of project (Objective 5 of SWMP) Improved coordination of wetland policy (Objective 6 of SWMP)	Consolidated project reports	
Specific Objective	<i>Strengthened capacities to implement the sustainable management policy and regulations to the Wetlands Ecosystem of the Kilombero Valley and Lower Rufiji, fostering sustainable livelihoods development and more effective natural resources governance within the decentralization framework.</i>	% of key areas of wetland ecosystem under effective sustainable management arrangements % of wetland dependent communities participating in sustainable management arrangements 3 districts with own budget and NRM team effectively supervising all CBNRM and other sustainable management arrangements by year 4	GIS data District capacity assessments	District authorities and political levels provide critical support to the process so that it can be consolidated (Risk to be mitigated by CEPA)
Expected results	1. Key resource users (wildlife, forest, fisheries, land & water) are organized to manage their resource base on wise principles within the framework of Community Based Natural Resource Management	Up to 6 WMAs effective by year 4 Up to 6 BMUs effective by year 4 Up to 9 CBFM and JFM areas effective by year 4 Up to 12 LUP effective by year 4 Up to 12 WUAs effective by year 4 Number of women in directory/board of each CBNRM association.	Baseline assessment Consolidated district reports Yearly participatory evaluations	Institutional and social feasibility of CBNRM in target areas (risk to be mitigated by feasibility analysis)

Intervention level	Formulation	Main indicators	Sources of verification	Assumptions
	<p>2. Key resource users, transformers and traders (wildlife, forest, fisheries, grazing land, water etc) organized to derive sustainable economic benefits from Community Based Natural Resources Management through access to markets and sound business management.</p>	<p>Up to 6 WMA associations implementing business plan and micro projects by year 4 Up to 6 BMUs associations implementing business plan and micro projects by year 4 Up to 9 forestry, beekeeping and NTFP associations implementing business plan and micro projects by year 4 Up to 12 WUAs implementing business plan and micro projects by year 4 x livestock development groups implementing business plan and micro projects by year 4 Number of women in directory/board of each CBNRM association</p>	<p>Baseline assessment Consolidated district reports Yearly participatory evaluations</p>	<p>Market feasibility for targeted wetland based livelihood activities (risk to be mitigated by feasibility analysis)</p>
	<p>3. Strengthened capacities of central, regional and local government structures to support and monitor the implementation of policies at local level and improved coordination between Natural Resource governance stakeholders at all relevant levels.</p>	<p>Three districts capacitated to facilitate the CBNRM process. Three districts developing integrated land use planning, applying the existing plans such as Kilombero Wetland Management Plan, developing agreements with major private investors and harmonizing Land Use Planning procedure with RUBADA and other relevant institutions Three districts capacitated to facilitate the NRM linked livelihood development programme. Three districts, 2 Regional Offices and relevant central institutions (MNRT etc) collaborating effectively in monitoring the progress of implementation of CBNRM, wetland management policy and other key policy processes through effective M&E mechanism and yearly participatory evaluations.</p>	<p>Baseline assessment Consolidated district reports Yearly participatory evaluations</p>	<p>Long term commitment of key institutions to DENRM in terms of budgeting and staffing</p>

Intervention level	Formulation	Main indicators	Sources of verification	Assumptions
Main activity clusters	<p>A11: participatory assessment of the state of establishment of CBNRM institutions in the three districts and planning of further actions</p> <p>A12: support to the establishment and implementation of Wildlife Management Areas and protected areas and reserves in key areas.</p> <p>A13: support to the establishment and implementation of Participatory Forestry Management areas and beekeeping reserves.</p> <p>A14: support to the establishment and implementation of Beach Management Units and Collaborative Fisheries management for inland fisheries</p> <p>A15: support to land use planning and land and water management at village, ward and district level</p>	<p>DeNRM framework defines key steps towards CBNRM:</p> <p>Step 1: Raise awareness, form and make operational the NR users group.</p> <p>Step 2: Undertake resource boundary marking, resource assessment and mapping</p> <p>Step 3: Include resource in village LUP.</p> <p>Step 4: Develop resource management plan as part of mainstream Village Development Plan.</p> <p>Step 5: Develop wise use by laws and train members.</p> <p>Step 6: Secure user rights (e.g WMA).</p>		
	<p>A21: Economic feasibility, baseline assessment and evaluation of CBNRM in 3 districts</p> <p>A22: support to the economic management of wildlife resources in the context of WMAs (tourism, hunting)</p> <p>A23: support to the development of livelihood activities derived from sustainable forest management: timber, charcoal, NFTP, beekeeping</p> <p>A24: support to the improvement of fishery based livelihoods</p> <p>A25: support to improved livelihoods based on improved land and water use management: grazing management, small scale irrigation.</p>	<p>Parallel to CBNRM process there are also key steps to develop a livelihood activity:</p> <p>Step 1: Raise awareness, form and make operational the NR/users group.</p> <p>Step 2: Investigate market opportunities and contact potential buyers/partners</p> <p>Step 3: Develop basic business plan for targeted enterprise.</p> <p>Step 4: Define investments / training needs</p> <p>Step 5: Formulate micro project and obtain necessary funding .</p> <p>Step 6: Implement training and investment, develop partnership with potential buyers and partners</p>		
	<p>A31: Baseline assessment of specific NR governance capacities and capacity building needs</p> <p>A32: support to decentralized governance of wildlife resources</p> <p>A33: support to decentralized governance of forest resources</p> <p>A34: support to decentralized governance of inland fisheries</p> <p>A35: support to decentralized governance of land use planning and integrated water resources management</p>	<p>Activities to be defined based on several steps:</p> <p>Step 1: needs assessment (in case of district institutional assessment to be developed during formulation)</p> <p>Step 2: develop work programme and training programme with each partner (district team, village and ward leaders, regional teams, key actors in central ministries)</p> <p>Step 3: implement work/training programme</p> <p>Step 4: evaluation and lessons learnt / policy building</p>		

Annex 2: Chronogram

Activities	Y0		Y1				Y2				Y3				Y4			
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18
R 01	Community Based Natural Resource Management																	
A 01 01																		
A 01 02																		
A 01 03																		
A 01 04																		
A 01 04																		
R 02	Natural Resources based sustainable livelihoods development																	
A 01 01																		
A 02 02																		
A 02 03																		
A 02 04																		
A 02 05																		
R 03	NRM governance, policy review and harmonization																	
A 01 01																		
A 03 01																		
A 03 02																		
A 03 03																		
A 03 04																		
	Planning, Reporting, M&E, evaluation																	

Annex 3: Inception phase and baseline survey

Elements to be included in the ToR of the Inception Phase

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

- Mobilize the technical coordination team and recruitment of experts by BTC Human Resource Department within a time span of 2 months, starting from the CMO;
- Make the procurement of equipment, which will be implemented by the Representation Office after the CMO and before the arrival of the ITA;
- Design the internal management procedure (IMP) with the help of an external support (BTC or external consultant);
- Tender (partially) the participatory baseline assessment and initial related studies, which will be implemented during the inception phase and will require external services based on a tender procedure.

The objective of the Inception Phase is:

- To verify if there are any changes in the project context which may effect the success of the project and require therefore changes in the Intervention framework and/or implementation modalities as stipulated in the TFF;
- To execute a baseline study which will result in a sound coherent base (logframe) for the project implementation and will serve as a reference framework for the monitoring and evaluation of the project.

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

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

- Inventory and assessment of the present/existing NRM based livelihood activities in the 3 districts and identify economic potential NRM based livelihood activities;
- Assess clear the position of women in existing activities and the factors that influence their role and benefit. Identify activities which have the potential to empower women;
- Assessment of the state of establishment of CBNRM institutions, their capacity and an assessment of their capacity building needs;
- Select in each of the 3 districts, with the participation of concerned stakeholders, the 'priority intervention sites' for the indicated NRM sectors based on the assessment of the CBNRM institutions and the identified economic potential livelihood NRM activities;
- Analyse if the project area for intervention should focus only on the wetland core areas or can extend its activities to the catchments area of the three districts that have an impact on the wetlands;
- Elaborate for each district a plan for the implementation based on the framework provided in the TFF and the results of the baseline survey which is feasible and realistic given the available resources and capacity;
- Identify the activities in which can be collaborated with other NRM development partners (such as WWF and IUCN) and propose the modalities for cooperation;
- Define realistic targets for the results to be achieved for each district with SMART indicators which allow precise M&E;
- Assess the M&E capacities instruments and policies used by the Districts, regions and central agencies in relation to the NRM processes and policies in general and more specific for the

- intended project interventions and their capacity building needs for M&E;
- Assess the specific NR governance capacities and capacity building needs for the governance of wildlife resources, forest resources, inland fisheries, land use planning and water management;
- Assess the risks and the external factors/assumptions for the project mentioned in the TFF and identified during the baseline study and if necessary adapt project results.
- Analyse and based on outcome of baseline study adapt the Logical Framework where necessary on and indicators.

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

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

Annex 4: Job descriptions

▪ National Project Coordinator

Basic functions

Under the Director of Wildlife Division of the Ministry of Natural Resources and Tourism (MNRT) the National Project Coordinator will be in charge of the technical coordination of the project.

Main duties and responsibilities

1. Supervise and coordinate the planning, monitoring and implementation of the project to ensure that the activities are executed in accordance with the TFF, approved annual work plans and budgets.
2. Liaise with MNRT policy and guarantee the link between operational work at districts level and feedback to policy-making and -adapting process.
3. Give guidance to the Officers in charge of leading the District Project Teams at their level.
4. Represent the Government of Tanzania in relation to project planning, implementation and reporting to BTC.
5. Provide adequate and up-to-date information about the project's progress to the members of the Joint Local Partner Committee (JLPC).
6. Coordinate the intervention with other projects and institutions including NWWG.
7. Ensure that annual and semi-annual consolidated work plans and reports are produced and submitted in time to the JLPC, GoT (through Director of MNRT) and BTC-Brussels (through the BTC-Dar Es Salaam Resident Representative).
8. In collaboration with ITA, serve as secretary to the JLPC meetings.

Other duties

- Liaise with other relevant national institutions;
- Monitor expenditures (incl. book keeping) and use of GoT contribution and assets;
- Ensure availability and supervision of GoT staff;
- Any other function related to the project that may arise.

▪ International Technical Assistant

Basic functions

Under the BTC representative, the International Technical Assistant is responsible to provide the National Coordinator and team of the project with technical and strategic guidance and supervision during the implementation of the project.

Main duties and responsibilities

1. Support the National Coordinator in ensuring proper planning, monitoring and implementation of the project to ensure that the activities are executed in accordance with the TFF, approved annual work plans and budgets.
2. Give guidance to the National technical Assistants in charge of assisting the District Project Teams at their level, and consolidate their reporting.
3. Represent BTC in relation to project planning, implementation and reporting.
4. Provide adequate and up-to-date information about the project's progress to the members of the Joint Local Partner Committee (JLPC).
5. Plan and coordinate the intervention of NRM development partners.
6. Ensure that annual and semi-annual consolidated work plans and reports are produced and submitted in time to the JLPC, GoT (through Director of MNRT) and BTC-Brussels (through the BTC-Dar Es Salaam Resident Representative).

7. In collaboration with National Coordinator, serve as secretary to the JLPC meetings.

Other duties

- Liaise with other relevant national institutions;
- Monitor expenditures (incl. book keeping) and use of BTC contribution and assets;
- Ensure availability and supervision of BTC staff;
- Any other function related to the project that may arise.

Qualifications and experience

Higher University degree in a Natural Resources Management related discipline

- A minimum of 10 years professional experience, preferably in community NRM projects and wetlands management in particular.
- A minimum of 5 years professional experience as a project manager/coordinator
- Proven expertise in the development and implementation of NR management plans, preferably in East Africa
- Proven expertise in institutional strengthening and capacity building at local level
- Capacities to produce and coordinate production of reports and other projects documents
- Excellent oral and written communication skills in English, some knowledge of Swahili would be an asset.
- Knowledge of MS Windows, Word, Excel and PowerPoint.
- Willing and able to be based permanently in the district, travel extensively with extended stays in remote and rural locations.

▪ National Technical Assistants (3)

Basic functions

Together with the Leader of the District Project Coordinator, the National Technical Advisor (NTA) takes a key role in assisting project implementation through the District facilitation team and NRM development partners in the district of assignment.

Main duties and responsibilities

- Under the BTC Resident Representative, the NTA together with the District Executive Officer is responsible for the correct and timely execution of the project's work plans at District level.
- The NTA under the authority of the DED provides advice and guidance to all staff involved in the execution of project activities in accordance with District policies and procedures, the Specific Agreement, and approved work plans and cost estimates using participatory, adaptive management procedures.
- Together with the District Project Coordinator ensure that proper monitoring, annual and semi-annual reports are prepared and submitted in time to the National Coordinator.
- Coordinate with NRM implementation partners and supervise locally execution agreements.
- Establish and maintain good working relationships with project participants, counterpart agencies, donors and other relevant organisations and government agencies.
- Share information about the project with other organisations and agencies as needed. Liaises and coordinates project activities with other relevant technical assistance projects.
- Together with the District Project Coordinator identify the need for specialist studies, propose consultancy terms of reference and supervise fieldwork and report preparation.
- Take the lead in developing and implementing a project monitoring and evaluation plan.
- Reports quarterly to ITA.

Other duties

- Verify the District Project work-plans and budgets and be responsible for the correct use and accounting of the expenditures paid from the Belgian Contributions.

- Participate in and contribute to annual Project Planning Sessions.
- Co-sign the project expenditure concerning its district.

Qualifications and experience

Graduate in a Natural Resources Management related discipline

- A minimum of 5 years professional experience, preferably in community NRM projects.
- A minimum of 3 years professional experience in microfinance organisations
- Knowledge of BTC and GoT project procedures would be a distinct advantage.
- Excellent oral and written communication skills in Kiswahili and English.
- Knowledge of MS Windows, Word, Excel and PowerPoint.
- Willing and able to be based permanently in the district, travel extensively with extended stays in remote and rural locations.
- Able to adapt to circumstances to communicate with the rural communities

■ Financial Advisor

The financial advisor is responsible for a variety of finance-related tasks including the ones listed below (this list is not exhaustive).

He/she works under direct supervision of the BTC representation for all own managed-related expenses; and of both BTC representation and National Coordinator for all Co-management-related expenses

Major tasks

1. Responsible for financial administration and procedures

- Control all financial administration issues: solves problems, helps improve financial administration by developing tools, points out and corrects errors and problems, reports any major problem to the co-directors and seeks advice from the LAF when necessary.
- Ensure a correct, smooth and efficient organization of the financial administration;
- Provide hands-on support and assistance to District administration in planning and accounting resources of the Project in co-management.
- Organize regular meetings with financial and administrative staff, and ensure good communication, information and cooperation within the financial administration team.
- Supervise compliance with legal and administrative procedures and guidelines; this implies he studies, checks and reinforces financial guidelines and procedures of the Belgian Technical Co-operation and Ministry of Finance (for Regie) in addition to the Tanzanian regulations (for co-management), including the Specific Agreement, the TFF, the BTC quality handbook and any guidelines provided from Brussels or Tanzanian legal texts.
- Ensure all instructions received from the representation or BTC headquarters are correctly applied and followed and that the requests are met within the deadline.
- Update guidelines and system of all types of payments in project, esp. allowances.
- Update Administrative and Financial Manual, and ensure communication of new procedures to all admin/fin staff involved.

2. Financial activity reporting

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

- Provide support to project partners for financial reporting

3. Budgeting and financial planning

- Follow up and update of budget; Compare budget and planning with actual expenses; Provide monthly overview of budget balance to co-management and technical teams
- Financial short-and long term planning: overall, yearly and quarterly (in co-operation with co-management and technical teams); monthly and weekly, in co-operation with accountant.
- Overall management of bank and cash accounts, making cash calls on basis of the financial planning.
- Provide support to district and partners in financial planning

4. Auditing, monitoring, consulting, training

- Audit and analyze project expenses monthly, report any inconsistencies or irregularities.
- Control supporting accounting documents on quality and completeness, and follow up on corrections by the accountant.
- Consult and monitor financial issues related to technical project components (e.g. transfer of scholarship funds, accountability of beneficiaries and institutions)
- Prepare and provide training on financial management for stakeholders
- Preparing and assisting internal and/or external financial audit missions

5. Any other tasks reasonably requested

Minimum Profile

- University degree in finance, business administration or business economics;
- Minimum 8 years experience in financial management and project administration;
- Management experience, and experience with an international organization or NGO, 3 years minimum;
- Very good hands-on knowledge of Excel and Word is a must. Other programs (Database, accounting programs) a strong advantage;
- Proficient in English and Khmer with good translation skills;
- Mature, good communicator and team player;
- Able to work under stressful conditions and not objecting to overtime and field missions.

▪ Accountant

The accountant is responsible for a variety of finance-related tasks including the ones listed below).

He/she works under direct supervision of the financial advisor. The secretary can assist him/her in his tasks.

Major tasks

1. Banking & cheque and cash management

- Prepare, register and keep cheques
- Ensures all invoices from external parties (contractors, suppliers...) are paid in due time, by bank

transfer, cheque or cash and arrange those documents by date: her/his task of preparing bank transfer and cheque documents. And manage pipeline payment to external parties.

- Check and approve document requested by the Finance Advisor
- Attend and record all bank transactions, maintain bank accounts, ensure monthly bank statements and account overviews
- Final responsibility for the cash management,
- Ensure liquidation of any internal advances and update advance outstanding by the end of each month and report to Finance Advisor.
- Responsible for sound cash planning & cash withdrawals, so as to avoid cash shortages or large amounts cash in safe (security issue).
- Updates fixed asset register, follow up consultancies, contractor contract and stock of stationary.

2. Financial activity reporting

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

3. Financial Administration

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

4. Budgeting and financial planning

- Provides all necessary accounting data and information to the financial officer, for him to be able to

follow up on budget and planning.

- Assist financial officer in the elaboration of reports, budgets or plans.

5. Any other tasks reasonably requested

Profile

- Degree: Certified Public Accountant or equivalent;
- Minimum 5 years experience accounting and project administration;
- Experience with an international organization or NGO;
- Very good hands-on knowledge of Excel and Word is a must. Other programs (Database, accounting programs) a strong advantage;
- Proficient in English;
- Mature, good communicator and team player;
- Able to work under stressful conditions and not objecting to overtime and field missions.